



2014-2015

Colorado Department of Corrections Performance Plan

**Rick Raemisch
Executive Director
November 1, 2013**

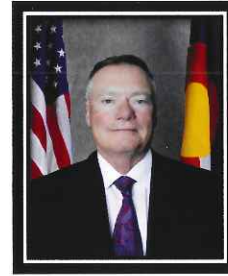
Building a Safer Colorado for Today and Tomorrow

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Message from the Executive Director

In July, I assumed the DOC Executive Director position, a position I accept with honor and pride. The reputation of the Colorado DOC is well known and one that I am privileged to share with this team of outstanding corrections professionals.



2013 was a difficult year for the Department. Not least of which was the untimely and tragic death of our colleague Tom Clements. Tom lived to serve, his family, his community and his profession. As your Executive Director, it is my intent to carry forward with Tom's vision of a safer Colorado for today and tomorrow.

"Back to basics" is the cornerstone of effective correctional management and strongly correlated to staff, offender and public safety. It is my intent to focus this organization on the basics of sound correctional and offender management, from prison facilities through community supervision to discharge from parole.

The 2014-2015 Department performance plan (the plan), subject of this document, complements our sound correctional and offender management practices with a vision for improving organizational performance. The Department monitors fourteen outcome measures, key metrics, to improve broad public policies such as: staff turnover, environmental measures, escapes, Ad/Seg to community releases, program and treatment completions, technical and new crime rates, and recidivism rates.

The plan sets forth performance goals to improve operational performance. For example, the Colorado Transition Accountability Plan, a single integrated case plan for offenders from intake to discharge from parole will improve communication along the continuum of offender management and more effectively using state resources. Another performance goal addresses the increasing staff turnover rate to improving staff morale and reducing vacant positions, thus supporting effective offender management. These performance goals and others contained in this performance plan thoughtfully target enhancing organizational performance, as well as the safety of all Colorado citizens.

A recent study commissioned through the National Institute of Corrections (NIC)¹ evaluated current Department policies and practices regarding the use of electronic monitoring technologies², systematically mapped the offender management process to identify critical decision points that may be in need of further attention, and finally, made specific recommendations for improvement of offender management practices. The recommendations of this study were taken under advisement by the Department's Executive Staff and strategies to implement recommendations are being formulated for implementation over the coming months.

¹ Carter, McGarry and Stroker, *National Institute of Corrections Technical Assistance Report: Colorado Department of Corrections*. NIC TA Final Report No. 13C1052. (NIC Denver, Colorado). May 28, 2013 and July 11-16, 2013.

² DeMichele, Matthew, *Electronic Supervision Technologies in Colorado: A Report to the Colorado Department of Corrections*. NIC TA No.: 13C1052. (NIC Denver, Colorado). August 2013.

In the performance evaluation section of this plan, we critically examine the Department's efforts to improve outcomes, identified in the 2013-2014 strategic plan. Performance goals and outcome measures are reviewed in detail. Outcome measures reflect broad policy objectives, such as reducing recidivism, that the Department does not control, but nonetheless we strive to improve through daily operations and performance management.

The second primary section of this performance plan is the operational plan designed to create transparency and accountability for use of state resources. This section is a high level view of the processes of the Department that deliver products and services consistent with our mission. Each process has associated input and output measures lending transparency to our use of public resources and staff work product. In addition, the performance goals of the Department are organized within each major program area with a brief description and target dates for implementation.

The performance plan concludes with a brief overview of our Lean process improvement program. The Department is still in the early stages of a Lean transformation; however, we are successfully applying Lean to further strategic initiatives.

A strong focus on "back to basics" will ensure staff, offender and public safety. The vision for improved performance represented by this performance plan will complement our focus on sound correctional management. It is an honor for all DOC staff to serve the citizens of our great state. It is my honor to serve as Executive Director of this team of corrections professionals.

Respectfully,

Rick Raemisch

VISION STATEMENT

“Building a Safer Colorado for Today and Tomorrow.”

MISSION STATEMENT

"To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens."

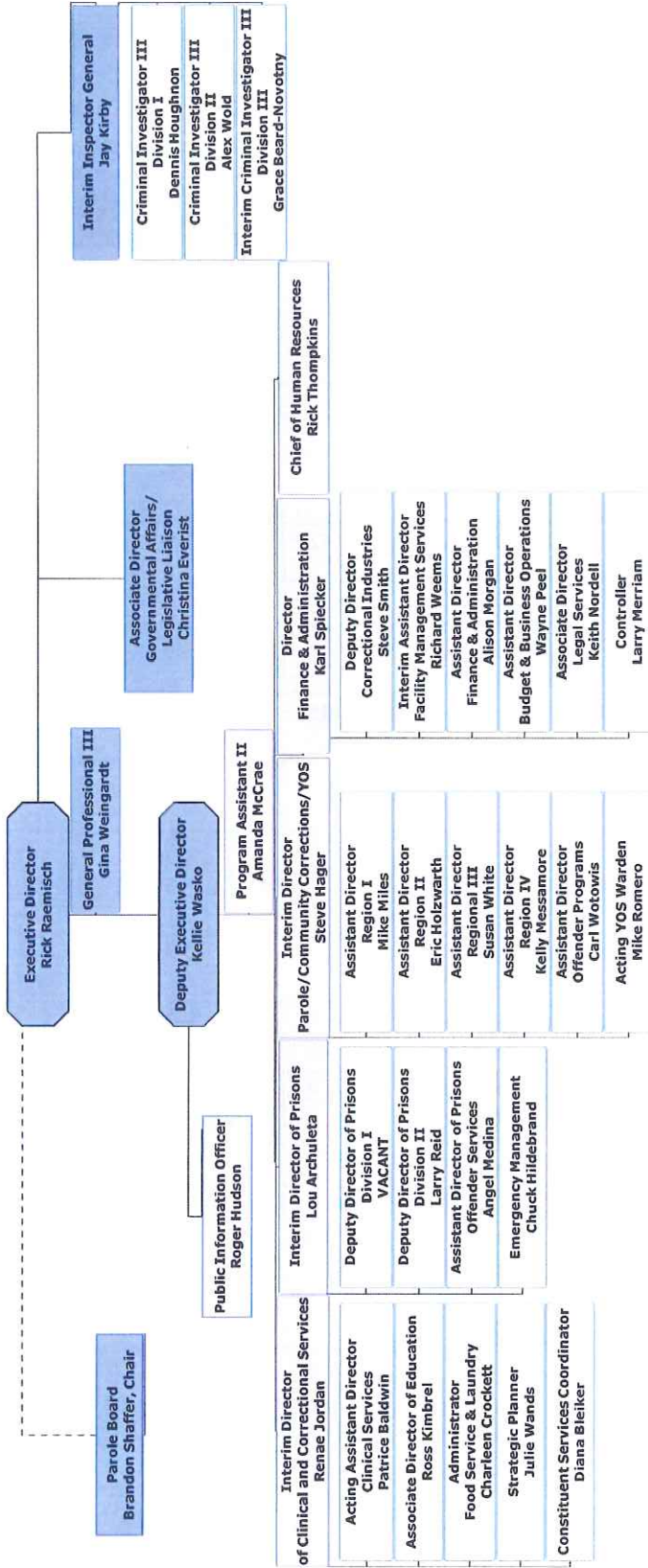
VALUE STATEMENTS

1. Our staff is our greatest resource.
 2. We support a professional, empowered workforce that embodies honesty, integrity and ethical behavior.
 3. We honor and respect the rights of victims.
 4. We respect the individual differences of our staff and offender populations and seek to safeguard the safety, dignity and well-being of all.
 5. We strive to deliver correctional services with optimal efficiency.
 6. We engage in effective correctional practices that produce measurable outcomes.
 7. We are committed to exceptional customer service.
 8. We are dedicated to providing opportunities for offender success.
 9. Our success is achieved through mission-focused collaboration.
-

DOC Organizational Chart



Colorado Department of Corrections October 24, 2013



2014-2015 DOC Outcome Measures

OUTCOME MEASURE		Baseline (July 1, 2013)	1 YEAR (July 1, 2014)	3 YEAR (July 1, 2016)
1	Number of escapes from secure confinement.	1	0	0
2	Percent of population released to community from Ad/Seg.	19%	14.5%*	13.6%
3	Percent of offenders in Ad/Seg.	3.9%	2.5%**	2.0%
4	GED completion for diplomas awarded.	980	980	980
5	Number of volunteer programs, with emphasis to increase Life Skills programs.	190	199	211
6	Number of completions per sex offender treatment criteria.	103	359	425
7	Technical parole revocation rate.	40%	37%	35%
8	Rate of new crime revocations.	9%	8.5%	8%
9	Rate of regressions from residential community corrections to prison.	37%	35%	33%
10	Staff turnover rate.	15%	12%	12%
11	Electric consumption. ¹ [megawatt hour (MWh)]	115,400 MWh	113,100 MWh	108,500 MWh
12	Gas consumption. ¹ [dekatherm (dkThrm)]	752,300 DkThrm	737,300 DkThrm	707,300 DkThrm
13	Potable water consumption. ² [thousand gallons (k-Gal)]	904,500 k-Gal	850,200 k-Gal	814,100 k-Gal
14	Recidivism rate. ³	49.8%	46.6%	41.9%

*Target metric for 10/1/14 is 13.6%.

**Target metric for 11/1/14 is 2.0%

¹Baseline measure is FY12, annual consumption of electricity or gas.

²Baseline measure is FY11, annual consumption of potable water.

³Recidivism is tracked on a calendar year basis. The baseline metric represents offenders released from prison in CY09 who recidivate prior to December 31, 2012; data was reported in CY13.

Performance Evaluation of the 2013-2014 Performance Plan

The 2013-2014 DOC performance plan set forth thirty-four (34) performance goals, some a continuation of the 2011-2012 performance plan, others newly established in 2012.

As of June 30, 2013, twenty-four (24) of thirty-four (34) performance goals were approved for closure by the Department Executive Staff.

- 1) Maintain ACA Compliance (goal #28).
- 2) Open three therapeutic communities (TCs) for male, level III offenders (goal #11).
- 3) Implement a bed management plan (goal #1).
- 4) Improve continuity of health care for high-risk mentally ill offenders (goal #13).
- 5) Controlled Maintenance Project Execution funded in FY12 budget cycle (goal #25).
- 6) Implement the Colorado Violation Decision Making Process (CVDMP) (goal #17).
- 7) Automate caseloads for offenders receiving re-entry services (goal #20).
- 8) Reduce step III grievances (goal #4).
- 9) Reduce homelessness (goal #21).
- 10) Improve management communication (goal #31).
- 11) Monitor staff turnover for trends (goal #27).
- 12) Monitor staff work-related injuries (goal #26).
- 13) Reduce offender transports (goal #2).
- 14) Implement offender transports efficiencies_clinical (goal #9).
- 15) Increase evidence-based practices in parole supervision (goal #16).
- 16) Increase the number of parolees employed (goal #18).
- 17) Improve the pre-release/pre-parole investigation process (goal #19).
- 18) Reduce red tape and overall number of regulations (goal #30).
- 19) Revalidate and implement revised classification system (goal #3).
- 20) Increase the number of eligible offenders receiving sex offender treatment (goal #12).
- 21) Implement a speaker's bureau (goal #32).
- 22) Develop a data collection system to track offenders with state IDs (goal #7).
- 23) Support therapeutic community drug programs through increasing drug and alcohol certified addiction counselors (goal #15).
- 24) Reduce walk-away escapes (goal #23).

Performance Results for 2013-2014 Outcome Measures

This section is comprised of seventeen (17) briefing documents that describe a performance goal and affiliated outcome measure(s). The briefing document contains the opportunity statement or business case for pursuing the goal, targeted outcomes, current status and a discussion of the outcome measure data as of June 30, 2013.

Every reasonable effort was made to achieve all targeted performance outcomes; however, as noted in the narratives that follow, this was not always possible. Outcome measures are typically influenced by many

factors, some of which the Department does not control. It is important to focus on improving outcome measures as these indicators are relevant to the general public, legislature and/or Governor's Office.

- The Department met or exceeded outcome metrics for eight (8) of twenty-three (23) measures, a 35.0% success rate.
- Fifteen (15) of twenty-three (23), 65.0% outcome metrics, did not meet the targeted improvement. In three (3) of these fifteen (15) outcome measures, improvements were achieved even though the exact target measure was not met:
 - 1) Increase the number of academic volunteers in FY13 by 5. Actual, increased academic volunteers by 4 (Outcome measure D).
 - 2) Increase the number of alcohol and drug therapeutic community beds for male offenders housed in Level 3 facilities by 200. Actual, increased the number of beds from 0 to 189. (Outcome measure I).
 - 3) Implement in-reach transition appointments for high-risk mentally ill offenders within 90 days of release to parole by 25% (49 appointments). Actual, increased from 0 to 10. (Outcome measure K)

Outcomes are tied to broader policy goals for which the Department has less control over the end result, but it is the outcomes that policymakers and the public are most concerned with.³ Therefore, it is not unexpected that outcome measure targets are not always achieved. Nonetheless, the Department is committed to improve broad policy outcomes and has developed a set of key outcome measures with one and three year targets for the 2014-2015 performance plan specified on p. 7 of this document.

³Office of State Planning and Budgeting, *Executive Branch Performance Management System Instruction FY2014-2015*, 11-12.

2013-2014 Performance Goal Briefs and Related Outcome Measure(s)

Performance Goal: Reduce offender transports.

Project Leader(s): Chuck Hildebrand

Business Opportunity:

- The DOC has an opportunity to better utilize transportation resources through effective policy, enhanced use of technology, and better communication.

Performance Goal Target Outcomes:

- Reduce Buena Vista Correctional Complex (BVCC) transport from twice a week to once a week.
- Re-route Limon Correctional Facility (LCF) transport origin from Colorado Territorial Correctional Facility (CTCF) to Denver.
- Schedule Bent County Correctional Facility offenders for mass transportation to be taken by facility staff to Crowley County Correctional Facility (CCCCF) to be transferred to Central Transportation Unit (CTU).
- Move Central Medical scheduling staff to CTU office. Allowing collaboration, clearer communication and efficient scheduling.

Performance Goal Status and Accomplishments to Date:

- Reduced the number of CTU offender transports to BVCC from twice a week to once a week.
- Reduced the number of CTU offender transports and miles traveled to LCF by originating them out of Denver.
- Reduced the number of miles traveled by CTU buses by having BCCF offenders taken by facility staff to CCCC for CTU mass transportation to other facilities.
- Moved 2 Central Medical scheduling staff to CTU to ensure effective collaboration and communication when developing movement schedules. Reduce the number of errors and miscommunications between clinical service and CTU staff.
- This project was completed and closed April 15, 2013.

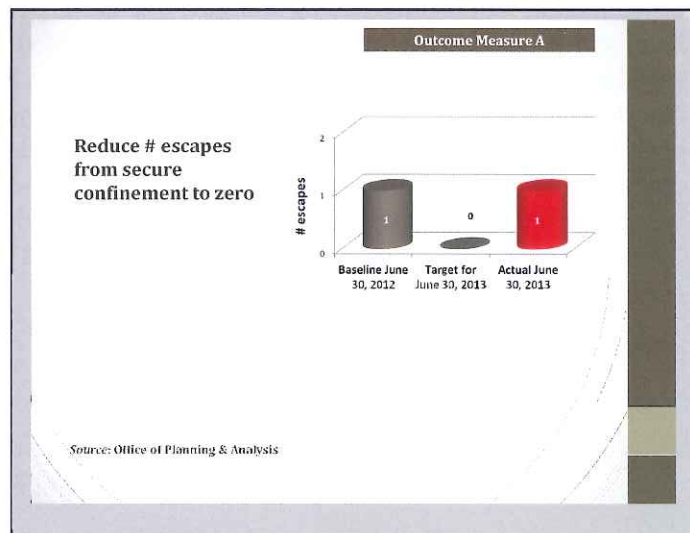
Outcome Measures A & B:

Reduce the number of escapes from secure confinement to zero in FY13.

Reduce escapes from secure confinement to zero.

The escape represented in this graph was a minimum custody offender assigned to Camp George West and working at an offsite location that has no physical security in place to delay an escape.

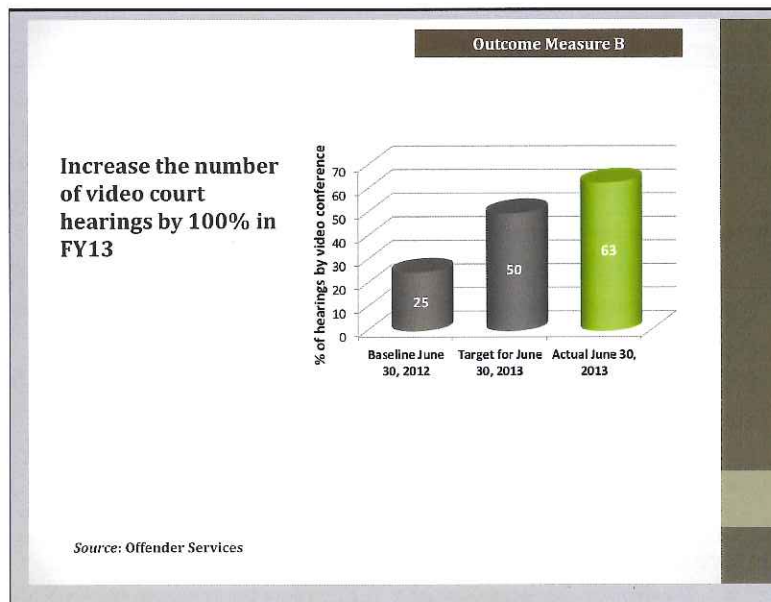
The offender transportation efficiency performance goal improvements have reduced the amount of miles and time offenders are on transports, thus enhancing public safety by limiting the possibility of escape.



Increase the number of video court hearings by 100% in FY13.

As noted in the graph, the DOC and stakeholders achieved this target outcome measure.

The Department of Corrections (DOC) invested in technology to support video conferencing intended to improve efficiencies through reduced travel costs and to effectively achieve the DOC's public safety mission. On a limited basis, video technology has been used for DOC offenders who are required to appear in court. In 2011, an interdepartmental team chaired by the DOC was established, including representatives of State Public Defender, Attorney General, Governor's Office of Information Technology and the State Court Administrator.



The VC Team identified challenges and opportunities to increasing the use of video court hearings for incarcerated offenders. Some of the recommendations were implemented others were deferred to the State Court Administrator's Office who took the lead to continue moving this initiative forward throughout the CO Judicial system in collaboration with multiple agencies, including the DOC.

In May 2012, The Colorado Judicial Department, Court Security Commission sponsored an inter-departmental videoconferencing summit. The DOC participated and subsequently selected three high level staff to participate in an inter-departmental video conferencing team to further define issues and recommendations of the summit, and move initiatives forward. Despite a delay in meeting, the State Court system has continue to further its videoconference capabilities, including recent beta testing of desk top video conferencing for judges in the 12th Judicial District. The DOC continues to arrange video court conferencing when requested by the Judicial System. These hearings are captured in a single web-based scheduling system and reported out as requested. The Court Security Specialist, Office of the State Court Administrator, was recently contacted and advised that the inter-departmental video conferencing team will move forward as early as June 2013.

Performance Goal: Reduce step III grievances.

Project Leader(s): Larry Reid

Business Opportunity:

- Fewer step 3 grievances relates to more issues in the facility that are being resolved at lower levels thus saving time and money.
- Resolving complaints at the lower level encourages better communication between staff and offenders.

Performance Goal Target Outcomes:

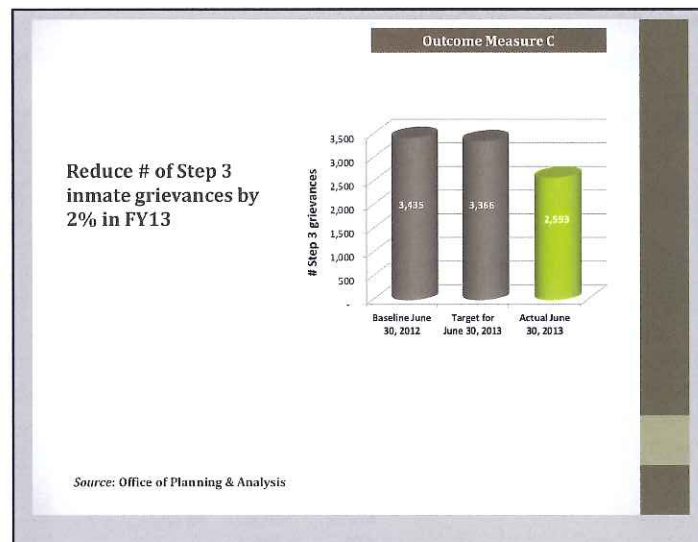
- Implement an informal resolution process.
- Update policy.
- Train staff.
- Reduce step 3 grievances.

Performance goal Status and Accomplishments to Date:

- New Administrative Regulation 850-04, Grievance Procedure, was signed in December and outlines the new informal complaint process.
- Online training was developed through the Corrections Training Academy (CTA).
- Step 3 grievance officer trained staff grievance responders on how to more effectively and efficiently use the grievance system for better resolution of complaints.
- This project was completed and closed.

Outcome Measure C: Reduce step 3 grievances by 2% in FY13.

In FY12, prior to full implementation of action steps, the department was successful in reducing the number of step 3 grievances by 2% from 3,502 in FY11 to 3,435 in FY12. With full implementation of action steps achieved in FY13, the DOC successfully reduced the number of Step 3 grievances by 24.4 %, from 3435 in FY12 to 2,593 in FY13.



Performance Goal: Program consistency.

Project Leader(s): Ross Kimbrel, Heather Salazar

Business Opportunity:

- The DOC has an opportunity to improve offender program participation and completion by establishing a comprehensive, consistent programming plan based on: offender needs, facility custody level and evidence based programming curriculum, with an increased focus on an offender risk/need principle.

Performance Goal Target Outcomes:

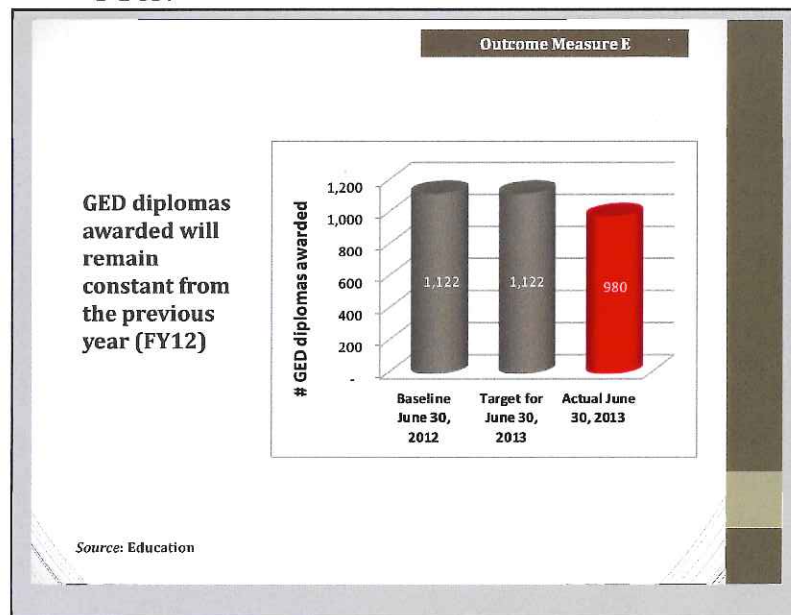
- Assess and improve the master program schedule (MPS) and ensure accurate listing of programs offered throughout DOC.
- Implement program evaluations in accordance with evidence-based practice (EBP).
- Establish program owners for master program schedule (MPS).
- Write policy governing MPS to accurately track offender programs and provide reliable data.
- Recruit academic volunteers to assist offenders' knowledge and increase GED completions.

Performance Goal Status and Accomplishments to Date:

- Validated an accurate listing of the current programs in MPS.
- Developed program inventory forms used to evaluate Education and Clinical Services programs at all facilities to establish the basis of evidence-based practices.
- In process of compiling a policy and procedures manual to establish the guidelines for adding programs to MPS and training MPS coordinators and staff.
- Initiated additional volunteer recruiting with a major recruiting session held on April 20, 2013, in Canon City.

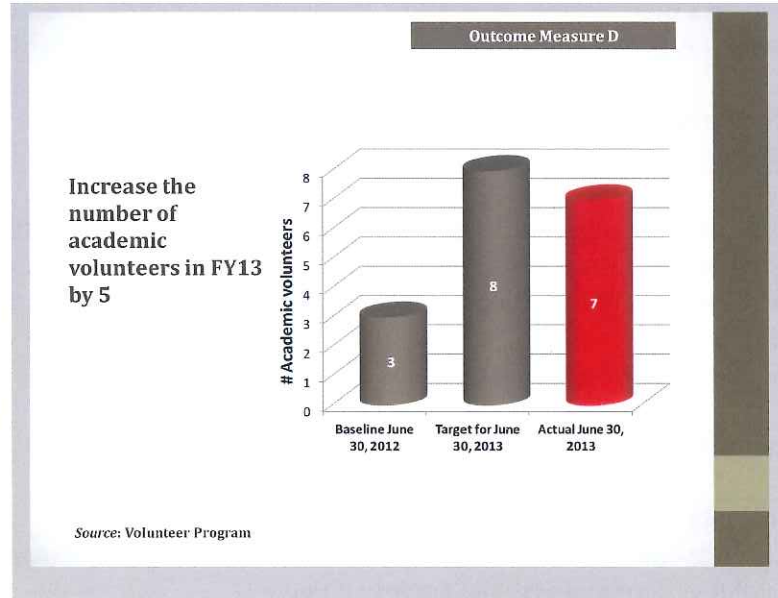
Outcome Measures D & E:

- General equivalency diplomas (GEDs) awarded will remain constant from previous year FY12 to FY13.



In FY13, the DOC was not able to achieve the target to maintain the same level of GEDs awarded as FY12. Challenges included fewer GED teachers at the private facilities and less testing conducted due to implementation of a new GED assessment and GED Computer Based Testing system scheduled to begin January 1, 2014.

- Increase the number of academic volunteers by 5 in FY13.



Recruiting fairs were held throughout the state in an effort to meet our target of increasing the number of academic volunteers. A productive, large recruiting session was held in April 2013 in Canon City and from that 11 education volunteer applications were submitted. The recruitment efforts created some success, but not sufficient to meet this outcome measure. Nonetheless, recruitment will continue as volunteers are a valuable resource for delivery of offender programs.

Performance Goal: Implement offender transportation Efficiencies_Clinical.

Project Leader(s): Liz Mestas

Business Opportunity:

- The Department engages, statewide, in a high number of offender transports which poses potential risks to the public, staff and offenders. A percentage of these transports are necessary to provide health care to offenders.
- The Department has an opportunity to reduce offender transports for clinical services through increased use of technology and on-site surgical procedures.

Performance Goal Target Outcomes:

- Identify up to five medical clinics suitable for tele-health. Assess the fiscal, technical and contract vendor/provider requirements for implementation.
- Increase the number of on-site clinics and coordinate block scheduling with some health care providers to reduce the number of transports.
- Implement an ambulatory surgical unit within the secure confines of the Denver Reception and Diagnostic Center (DRDC).
- Reduce medical transports to community hospital/clinics by 25% through implementation of ambulatory surgical unit.

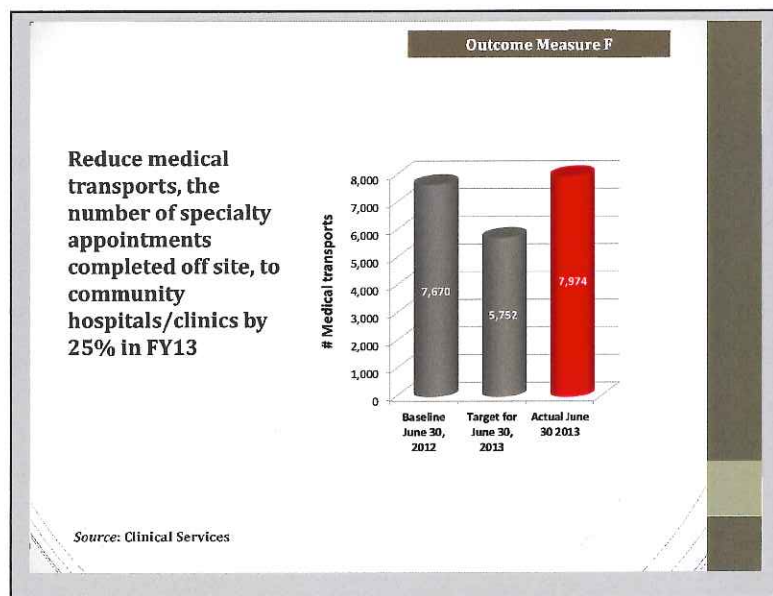
Performance Goal Status and Accomplishments to Date:

- Clinics that can be provided through tele-medicine have been identified and are being implemented; these include orthopedics, rheumatology, dermatology, and surgery clinic.
- Specialty clinics are monitored for those that can be provided on site and appointments that can be grouped together whenever possible. Examples of services brought on site are audiology and prosthesis device clinic.
- The ambulatory surgical unit is not open and requires some minor building modifications. The new target date for opening is November 2013.

Outcome Measure F & G:

- Reduce medical transports, specialty appointments, off site to community hospitals/clinics by 25% in FY13.

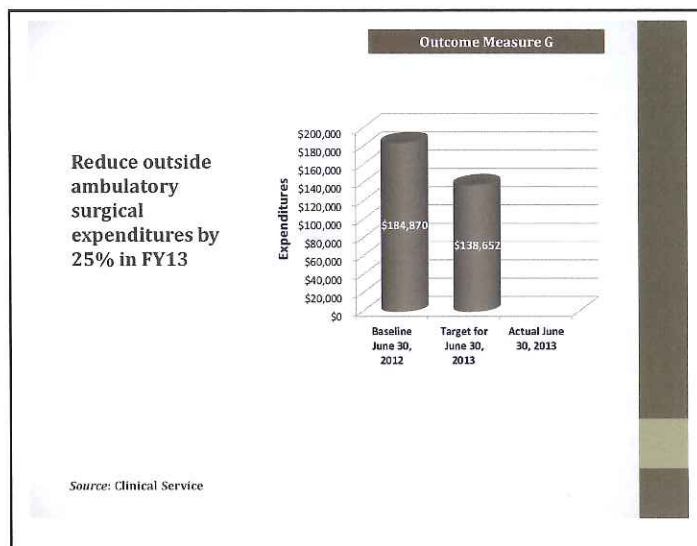
The reduction in transports has not been accomplished for several reasons. The ambulatory surgical unit did not open as planned; the DOC has experienced a shortage of physician and mid-level providers resulting in more contract providers; and, there has been an increase in offenders with serious medical problems.



- Reduce outside ambulatory surgical expenditures by 25% in FY13.

This goal has not been met because the Denver Reception and Diagnostic Center (DRDC) on-site surgical unit is not open.

The outside ambulatory surgical expenditure figures were unable to be identified. Without information on how these numbers were calculated, it is impossible to continue to report further calculations.



Performance Goal: Sex Offender Treatment

Project Leader(s): Laura (Trombley) Walnofer, Renae Jordan

Business Opportunity:

The Department of Corrections (DOC) must maximize the existing sex offender treatment resources to reduce the growing backlog of untreated sex offenders. Offenders with the necessary treatment become more viable parole candidates at the end of the minimum sentence. There is a Legislative mandate to evaluate the Department of Corrections Sex Offender Treatment Monitoring Program (SOTMP) in order to achieve greater efficacy and efficiency with available resources.

Performance Goal Target Outcomes:

- Identify new strategies to recruit treatment staff and fill positions.
- Improve retention strategies.
- Contract for legislatively mandated sex offender study.
- Assess and implement sex offender study recommendations as approved by Department of Corrections Executive Staff.

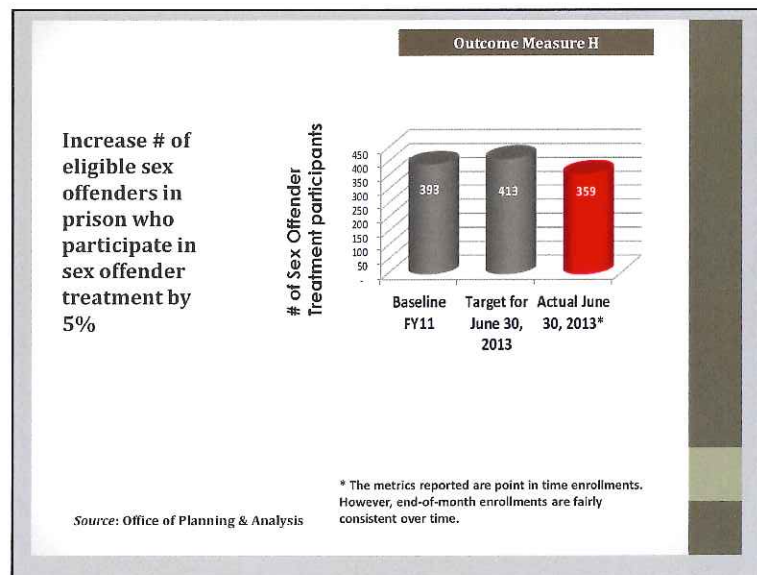
Performance Goal Status and Accomplishments to Date:

- SOTMP has developed new positions to enhance staff interests in positions along with recruiting in Community Master's Programs.
- SOTMP has begun to implement training programs and has posted for a clinical trainer to enhance work environment and to retain staff through increased satisfaction.
- The legislatively mandated sex offender study was completed in January 2013.
- The response to the study recommendations began in February 2013. An implementation plan was developed and is the basis of the 2014-2015 Sex Offender Treatment (Phase II) performance goal.

Outcome Measure H: Increase the number of eligible sex offenders in prison who participate in sex offender treatment by 5%.

The metrics reported are point in time enrollments. However, end-of-month enrollments are fairly consistent over time. The average monthly enrollment for FY13 was 381.

The SOTMP implementation plan is aimed at achieving this outcome.



Performance Goal: Alcohol and Drug Therapeutic Community Programs

Project Leader(s): Dana Bustos

Business Opportunity:

There are approximately 783 offenders system-wide who require therapeutic community (TC) programming at level III, medium custody or above, that meet current eligibility requirements. In July of 2012, all TC's for alcohol and drug were located at minimum custody facilities except San Carlos. There is significant competition for minimum-restricted offenders, resulting in consistent vacancies in the programs at Buena Vista and Arrowhead. There are also a large number of sex offenders who are unable to progress to minimum custody and receive TC Alcohol and Drug programming, because of their designation as a sex offender.

Performance Goal Target Outcomes:

- Fill TC vacant staff positions from current filled at 48 positions to 71 filled positions.
- Increase alcohol and drug Level III TC beds from 0 to 200.
- Shift resources from the minimum security facility TC program at Buena Vista Correctional Complex (BVCC) to establish a medium security facility TC program BVCC.
- Move Personal Reflections TC from San Carlos to Fremont.

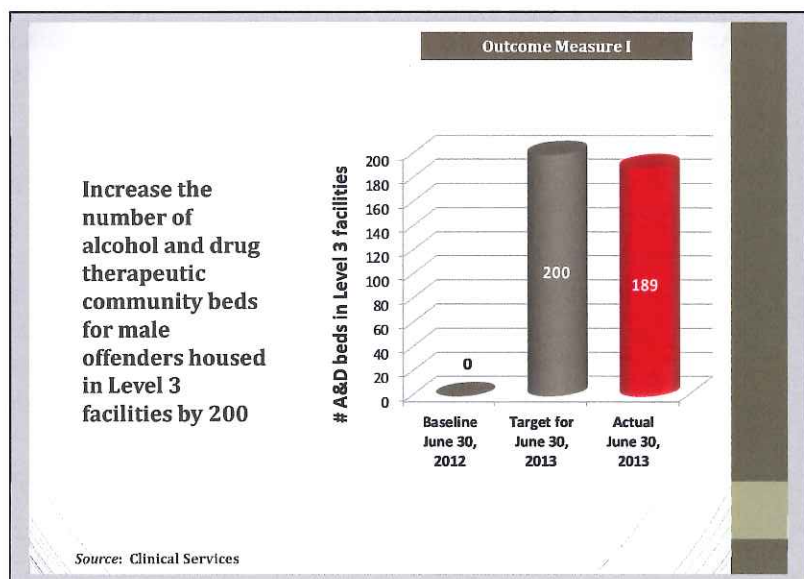
Performance Goal Status and Accomplishments:

- TC staffing was increased from 48 to 64. (This represents actual positions filled).
- Level III TC beds have been increased from 0 to 189.
- San Carlos Personal Reflections TC was relocated to Fremont.
- The BVCF minimum TC was closed and resources shifted to BVCF medium to establish a 75 bed TC program.

Outcome Measure I: Increase the number of alcohol and drug therapeutic community beds for male offenders housed in Level III facilities by 200.

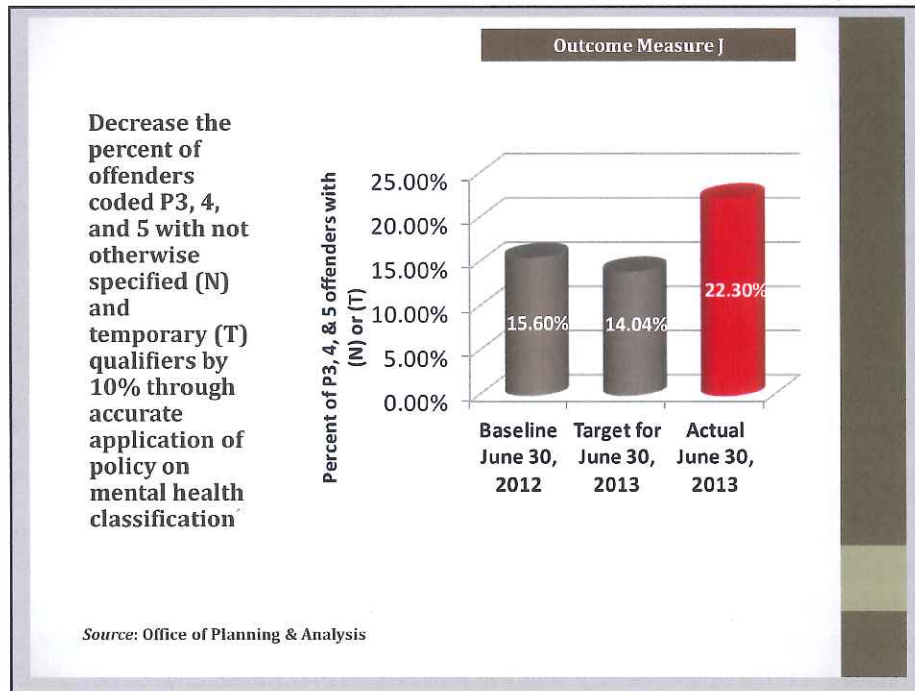
Increase the number of alcohol and drug TC beds for male offenders housed at level III facilities by 200 in FY13.

189 is less than targeted, but nonetheless a substantial and valuable achievement. The discrepancy is directly related to the failure to recruit staff for the Limon and BVCC program. The staff at BVCC was shifted from the minimum center when that TC was disabled. We also filled the multiple vacancies at Arrowhead.



Performance Goal: Improve behavioral health services for offenders.
Project Leader(s): Renae Jordan, Peggy Heil
<p>Business Opportunity:</p> <ul style="list-style-type: none"> • The Offenders with Mental Illness (OMI) program will be reassigned to a new location where all phases of the program are delivered in the same facility residential treatment program (RTP). • Behavioral Health recognizes the necessity to implement a program that addresses self-injurious behavior/ideation immediately after incident and while offender is still under mental health watch orders.
<p>Performance Goal Target Outcomes:</p> <ul style="list-style-type: none"> • Assess and improve the psychology code system for psychology codes (P-code) P3-5 for consistency with community qualifying diagnosis for mental health center services; revise policy and implement changes. • Evaluate and improve the special needs unit (special needs unit [SNU] – previously referred to as Residential Treatment Program [RTP]) system to ensure appropriate level of care and supervision for offenders with mental illness. • Complete a quality review of offender suicides to assess and improve physical plant changes and staff interventions to reduce suicide attempts and self-injurious behavior.
<p>Performance Goal Status and Accomplishments to Date:</p> <ul style="list-style-type: none"> • The P3-5 system was reviewed with community mental health center definitions and found to be consistent with community standard by August 2012. • All offenders' P codes were reviewed and updated by August 2012 to ensure accurate coding system-wide. • A work order was submitted to the Governor's Office of Information Technology (OIT) to establish an alert system to ensure offenders with Temporary (T) qualifiers were reviewed and potentially lowered if the issues were resolved. • A new P-code "M" qualifier for Major Mental Illness was established and is currently being applied to the appropriate offender population. • An internal transition process was developed for offenders transferring from SNUs or RTPs back to general population (GP) which involves in-person or tele-video appointments with the receiving facility prior to transfer. • Programming is almost complete on an auto-populated offender portal transition form that will provide some information to parole officers and confidential information to community treatment providers. • All suicides have been reviewed. • Physical plant changes have been recommended and staff training has been on-going. • The offenders with mental illness (OMI) program has been relocated to Centennial Correctional Facility (CCF) and renamed RTP. Physical plant changes are in process. • A mental health referral process has been established and there is a weekly meeting to prioritize candidates. • An intensive treatment program plan for offenders with serious self-injurious behavior is currently being developed.

Outcome Measure J: Decrease the percent of offenders coded P3-5 and qualifiers of (N) not otherwise specified or (T) temporary by 10%.



In March, the DOC created an “M” qualifier to differentiate offenders with a major mental illness versus those with serious mental health treatment needs for reasons other than a major mental illness. As a result, offenders were moved out of the “C” qualifier category to either the “M” or “N” qualifier. This resulted in an increased number of offenders receiving an “N” qualifier even though many of the offenders with “T” or “N” qualifiers were reduced to P2 following the system review. The number of offenders with an “M” qualifier, previously coded with a “C” qualifier, should be reduced.

Performance Goal: Continuity of Health Care Services

Project Leader(s): Renae Jordan

Business Opportunity:

There is a distinct lack of continuity of health care for offenders transitioning from facilities to community parole services. Many offenders are released with only 10 days' worth of medications or no medications at all. In addition, there is duplication in services for medical care and mental health treatment. There is a noted lack of coordination of specialty care with appropriate follow-up and communication of specialist recommendations to Department of Corrections (DOC) providers.

The DOC has an opportunity to:

- Improve communication and delivery of medical and mental health care from incarceration to community supervision, particularly for moderate-to high risk-cases.
- Enhance consistency and continuity of care, reduce litigation and increase success rates for offenders.

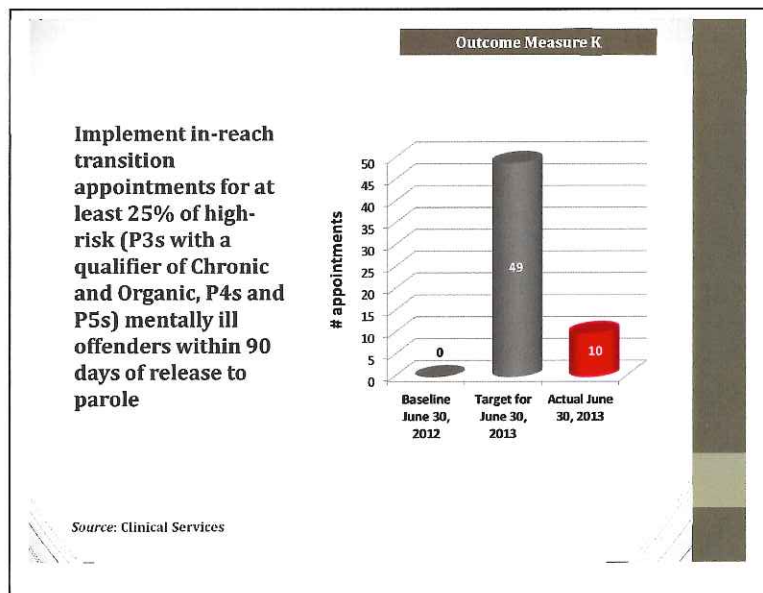
Performance Goal Target Outcomes:

- Implement in-reach transition appointments for at least 25% of high-risk (Psychological P-codes of 3-5) mentally ill offenders within 90 days of release to parole in Denver-County, involving Lincoln, Englewood, and Sherman parole offices. In-reach transition appointments will be conducted using a teleconferencing system with community mental health clinics.
- Offenders with P-codes of P4 and P5 will have decreased recidivism rates per year for 5 years. The measurement will be obtained on a yearly basis and compared with the previous year to determine if the 5% reduction objective was met.

Outcome Measure K: Implement in-reach transition appointment for at least 25% (49) high-risk mentally ill offenders within 90 days of release to parole.

Implementation of the In-reach program with Aurora Mental Health Centers (AuMHC) began in April 2013.

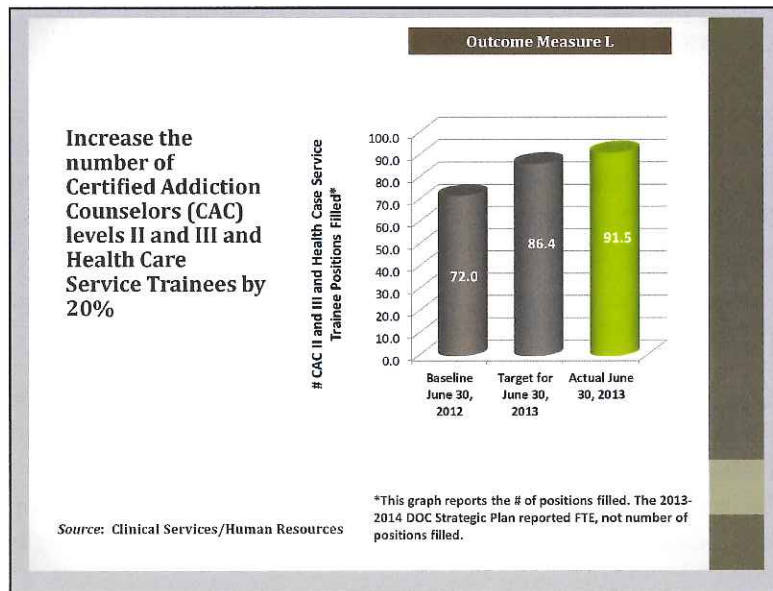
This graph indicates a target of forty-nine offenders for this program in FY13. Due to the late year implementation of this program, the numbers are few. However, with the process in place, in-reach services are expected to increase in FY14.



Performance Goal: Therapeutic Community (TC) Drug Program Certified Addiction Counselors
Project Leader(s): Alison Morgan
<p>Business Opportunity:</p> <p>Eighty percent of the offender population has a substance abuse problem. The department has an opportunity to expand its Substance Abuse Treatment TC drug and alcohol programs within appropriated funds. Increasing the number of Certified Alcohol Counselor (CAC) and Health Care Service Trainee staff will reduce vacant drug and alcohol CAC positions and increase the provision of Alcohol and Drug Treatment TC programming.</p>
<p>Performance Goal Target Outcomes:</p> <ul style="list-style-type: none"> • Expand Alcohol and Drug treatment opportunities for offenders by increasing the number of filled positions for Certified Addictions Counselors (CAC) and Health Care Service Trainees. • Partner with the community college system to develop and implement an in-house program to educate and certify drug and alcohol counselors, including online curriculum.
<p>Performance Goal Status and Accomplishments to Date:</p> <ul style="list-style-type: none"> • Currently, there is a robust offering of on-line classes offered through community colleges, and private agencies that will allow for staff to pursue their certification as an addiction counselor. • Alcohol and Drug has a trainer who is certified through the Office of Behavioral Health to offer three (3) of the classes internally to staff that are required for certification. • Alcohol and Drug maintains an active training schedule for counselors that enable them to gain required supervision and expedite the process for gaining and maintaining their certification. • Alcohol and Drug maintains licensure as a treatment agency allowing counselors to use their hours at work as licensed supervision. • DOC maintains an in-house program for training staff through the Alcohol and Drug subprogram.

Outcome Measure L: Increase the number of certified addiction counselors (CAC) levels II and III and Health Care Service Trainees by 20%.

The increase in certified addiction counselors was, in great measure, due to new hires to open three TC programs at level III facilities, another DOC performance goal.



A review of this metric indicates the TC sub-program of Alcohol and Drug treatment met and exceeded its goal of increasing Certified Addiction Counselors and Health Care Service Trainee positions by 20%. System-wide we have 18 vacancies; however, the majority (12) is from the TC programs that were not opened.

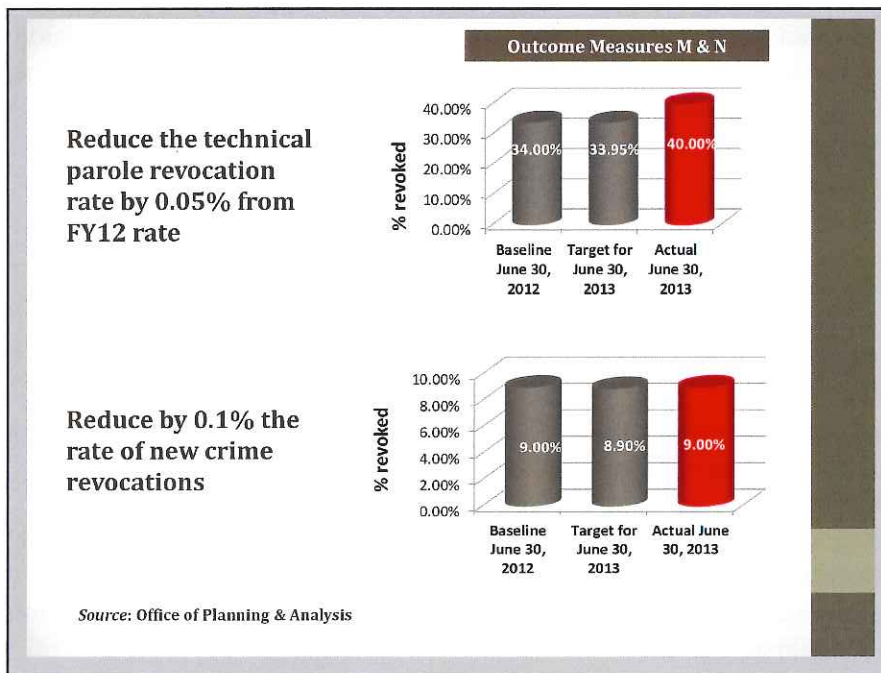
Despite significant effort to increase CAC staff by encouraging existing staff to attend community college for CAC certification, this program has not produced the intended results. Nonetheless, we are encouraged by the number of new hires to the DOC.

Performance Goal: Implement Colorado Violation Decision Making Process (CVDMP).
Project Leader(s): Kelly Messamore
<p>Business Opportunity:</p> <p>The Division of Adult Parole and Community Corrections recognized that providing more guidelines to Community Parole Officers (CPOs) to help them determine the most appropriate responses to parole violations had the potential for impacting recidivism, if implemented along with other evidence based practices. The division developed, piloted, and automated the Colorado Violations Decision Making Process which provides officers a list of presumptive violation responses based on a comparison of violation severity and offender risk levels, while allowing officers the ability to request sanctions outside of the presumptive level with supervisory approval. While the CVDMP was fully implemented with parole and intensive supervision program (ISP) inmate populations in April 2011, the division has recognized the need to continue to assess the use of the instrument over time to identify potential areas for improvement to the instrument and/or additional training needs for the user. Evaluating the use of the instrument, to include completion of an audit of CVDMP overrides was the project focus for FY12/13.</p>
<p>Performance Goal Target Outcomes:</p> <ul style="list-style-type: none"> • Create an automated process to track offender violations and guide and track the officer's response to those violations • Improve the consistency and appropriateness of CPO responses to similar violation behaviors • Provide CPOs with additional intervention strategies for addressing violations and tracking when alternative responses to violations are not available • Use the data collected to identify areas for improvement to include staff training issues and the need for additional intervention resources • When paired with the implementation of other evidence based practices, the CVDMP should lead to a reduction in recidivism rates.
<p>Performance Goal Status and Accomplishments to Date:</p> <ul style="list-style-type: none"> • CVDMP fully implemented for parole and ISP inmate populations in April 2011. • CVDMP fully implemented for YOS phase 3 in February 2012. • CVDMP data collected and analyzed by OPA overtime. • CVDMP audit of override cases completed by Assistant Directors and OPA in September 2012. • CVDMP refresher training to staff, based on override audits completed Dec 2012. • New goals for refining the instrument further have been established for discussion and implementation planning at the strategic planning session in May 2013.

Outcome Measures M & N: Reduce technical parole revocation rate by 0.05% from FY12 rate; Reduce by 0.1% the rate of new crime revocations.

While we saw a decrease in technical and new crimes returns the first year CVDMP was implemented, we are seeing technical and new crime returns increasing again. This may be due to not having completed or implemented all of our other, equally critical, evidence based practice initiatives such as:

- Creating of a positive incentives instrument.
- Developing and funding new intervention strategies designed to impact criminogenic needs, such as cognitive behavioral groups.
- Further expanding opportunities for CPOs to learn Motivational Interviewing.



Performance Goal: Increase evidence-based practices in parole supervision.

Project Leader(s): Kelly Messamore

Business Opportunity:

The Division recognized that we could improve offender outcomes and reduce recidivism by reviewing corrections related research and making changes to existing practices based on best practice research. A number of projects were identified and packaged together under the title of “implementing evidence based practices (EBP) in parole” during the 2011/2012 strategic planning session. While EBP have been implemented, others still need to be completed. Ultimately, we recognize that the process of evaluating existing processes against current best practice research, and then improving processes based on that assessment, is a never ending goal for effective agencies.

Performance Goal Target Outcomes:

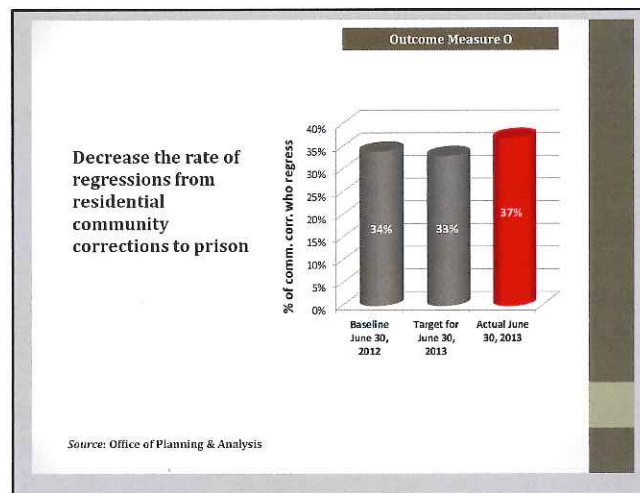
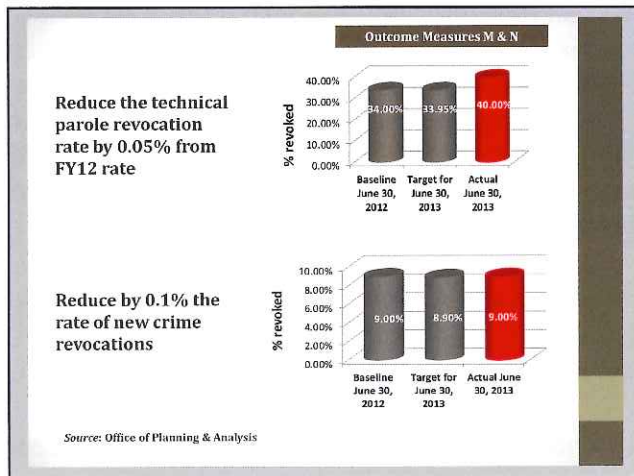
Thirteen projects were initially identified and are in various stages of implementation. These include

- Training staff in motivational interviewing.
- Training staff in the effective use of the level of service inventory (LSI) assessment to identify criminogenic needs.
- Providing staff new intervention strategies proven effective in addressing criminogenic needs as part of effective supervision planning.
- Training staff to teach “Thinking for Change” to offenders.
- Creating a video to use to consistently explain expectations to offenders while providing staff the opportunity to have a less structured, more open and collaborative interaction with offenders during the intake process.
- Developing a positive incentives instrument to help staff recognize and reward good offender performance.
- Creating a telephonic curfew alternative to electronic monitoring as a method for rewarding compliant behavior.
- Creating balloon caseloads for low risk offenders.
- Improving work product through quality assurance processes.
- Responding appropriately to violations through the use of the CVDMP.

Performance Goal Status and Accomplishments to Date:

- Intensive Motivational Interviewing (MI) training and coaching was offered to select staff, identified as change agents, through the EPIC project. More recently, additional staff are being offered a 2 day MI class plus skill development in “communities of practice.”
- All division staff received three (3) days of LSI training and four (4) community parole officers (CPOs) volunteered to become LSI trainers in August.
- The LSI was automated in CWISE, Parole Division offender information technology system, to highlight top criminogenic needs.
- Thinking for Change courses have been offered to facility and division staff. Thinking for Change is a primary intervention strategy in facilities and to a much lesser degree is offered to offenders in the community.
- The telephonic curfew program, initial office visit (IOV) video process, and Colorado violation decision making process (CVDMP) were developed and implemented.
- The positive incentives and balloon caseload projects were put on hold for later implementation.
- Ultimately, the implementation of these processes should result in improved offender success and reduced recidivism.

Outcome Measures M, N & O: Reduce the technical parole revocation rate by 0.05% from FY12 rate; Reduce by 0.1% the rate of new crime revocations; Decrease the rate of regressions from residential community corrections to prison.



While we saw reductions in the number of technical and new crime returns in the first year these projects began, technical parole returns are now again increasing. This may be in part a result of our not having fully implemented all the critical pieces necessary to impact offender success. As noted previously, implementation of these and other EBP projects is a never ending process.

Performance Goal: Walk-Away Escapes

Project Leader(s): Susan White

Business Opportunity:

- The Department of Corrections/Division of Adult Parole, Community Corrections and Youthful Offender System has an opportunity to decrease the number of walk-away escapes from community corrections programs transition and community return to custody (CRCF) by collaborating with the Division of Criminal Justice and community corrections centers to establish specific interventions and evidence-based strategies that focus on criminogenic needs and incentives.

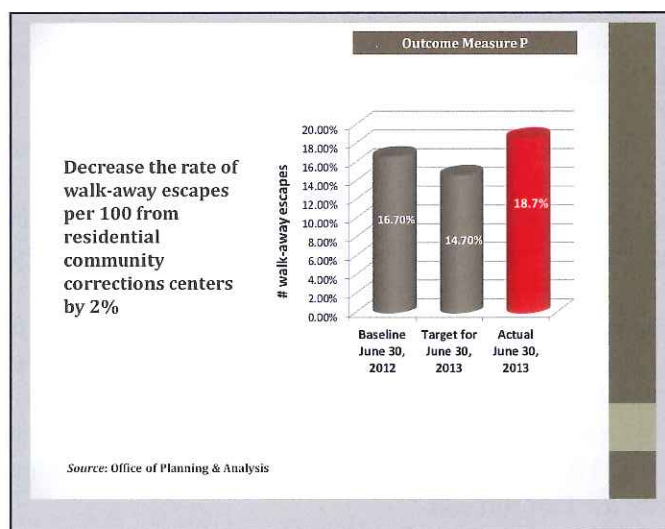
Performance Goal Target Outcomes:

- Analyze historic offender walk-away escape data for trends and create action steps to address issues.
- Enhance the community corrections intake process to increase offender knowledge of what to expect in community corrections.
- Collaborate with community corrections programs to develop consistent definitions and policies regarding escape.
- Formulate strategies with community corrections programs to decrease escapes.
- Develop and implement an evidence-based structured decision-making instrument for violations and incentives/rewards for offenders in community corrections centers.

Performance Goal Status and Accomplishments to Date:

- Established trends surrounding walk-away escapes through the Division of Criminal Justice.
- Collaborated with residential liaisons/Community Parole Officers which resulted in policy change regarding the requirement of offender contact/ intervention at specific points in the program.
- Collaborated with program directors regarding improving the prevention of walk-away escapes.
- Evidence-Based Violation and Incentives Decision-Making Instrument -nearing pilot phase.
- Lean Initiative –Community Corrections Progression Matrix – currently in the pilot phase; with very successful preliminary results.
- Lean Initiative – Community Corrections Presumptive Parole- IT programming complete and tested. Implementation is forecast for the fall of 2013.

Outcome Measure P: Decrease the number of walk-away escapes from residential community corrections by 2%.



While a number of strategies are underway within community corrections that have the potential to significantly impact walk-away behavior, more time is necessary for implementation and for results to be realized. Also complicating matters is the fact that CRCF walk-aways are included in this figure. CRCF is a population of technical parole violators revoked to community corrections.

Performance Goal: Reduce energy use and water consumption.

Project Leader(s): Richard Weems

Business Opportunity:

- Efficient energy and water use allow the state to continue to provide utilities for our mission, “To Protect the Citizens of Colorado.”
- The Department of Corrections (DOC) has an opportunity to become more efficient and effective through the reduced energy use and increased water conservation.
- The DOC has an opportunity to realize utility use reductions and associated maintenance and operational efficiencies through energy efficiency and water conservation education of DOC personnel.

Performance Goal Target Outcomes:

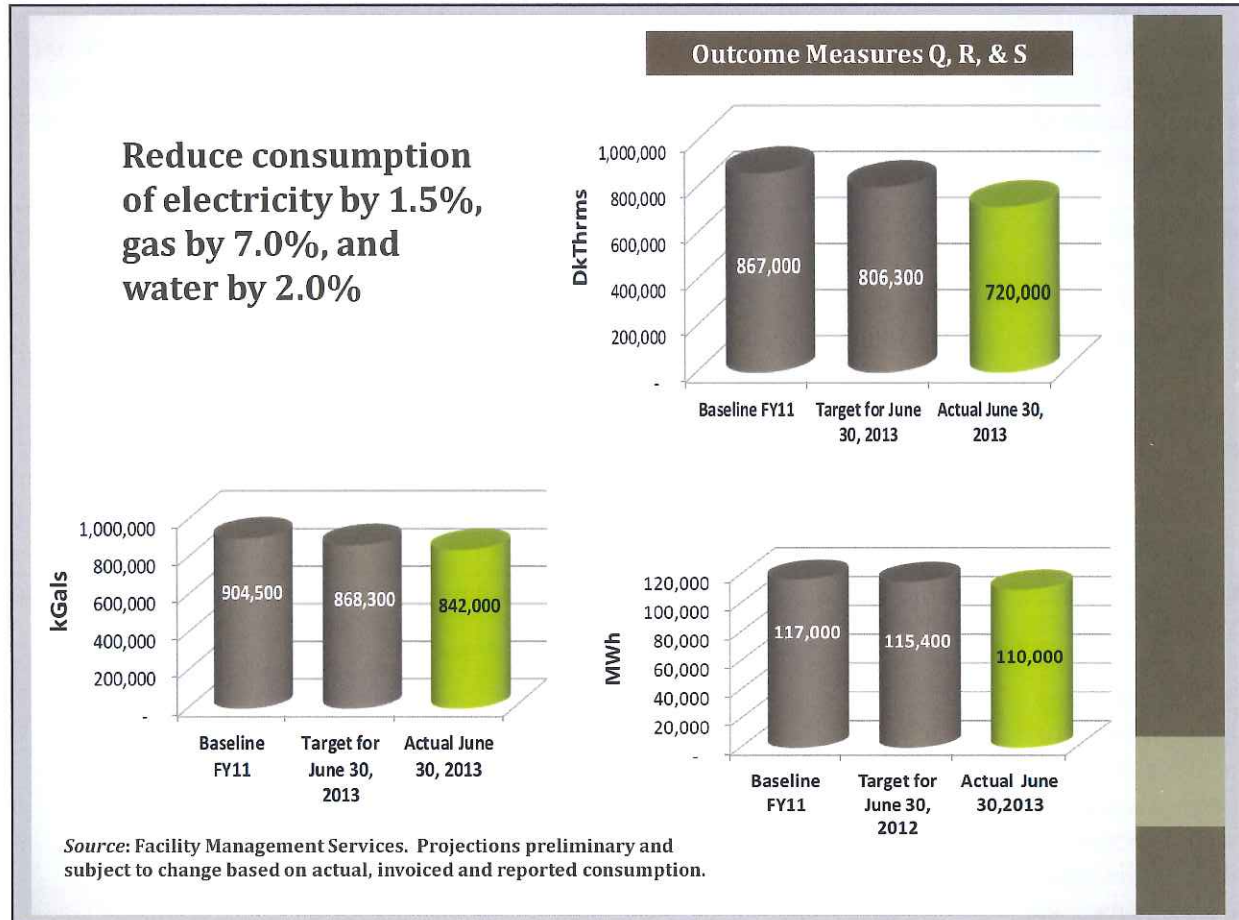
- Reduce energy use (electric use reduction of 1.5%, natural gas reduction of 7%) by replacing inefficient equipment and systems through Energy Performance Contracts (EPCs).
- Reduce water consumption by 10% in five years, at a target rate of 2% per year.
- Educate DOC personnel through a one-hour energy efficiency class.

Performance Goal Status and Accomplishments to Date:

- The Energy Performance Contract (EPC) at Territorial (CTCF) is complete; the measurement and verification stage is underway to confirm energy and water use reductions.
- The EPCs at Buena Vista Correctional Complex (BVCC) and Sterling Correctional Facility (SCF) are substantially complete; the measures implemented are designed to reduce energy and water use.
- Water use at Ft. Lyon (FLCF) has been reduced to the amount necessary for facility idling; the repurposing and transfer of FLCF has been moved to September 30, 2013.
- Consultants have developed the Master Plan and designed Phase I of an alternate water system at the East Cañon City Prison Complex. This system will be constructed over the period of several years, replacing the use of potable water with non-potable sources - where applicable, reducing the cost of water and the energy associated with treating and providing potable water.
 - Sources of augmentation water have been identified
 - Phase I will include the horse and fishery operations
- Low flow fixtures were installed for water reduction at the Denver Complex; the project is complete.
- The Plan for Energy Efficiency and Water Conservation – Education and Awareness Program was completed in July of 2012; this document provided the framework for the Energy Efficiency Education component.
- The Energy Efficiency Training objective is on target for Fall 2013 roll-out of the one-hour, on-line training module for DOC personnel. Facility Management Services (FMS) met on several occasions with the curriculum developer at the Corrections Training Academy (CTA). FMS provided a training outline, example pictures of facility equipment upgrades, and has recommended final changes to the slides and script. The CTA will work from this point, to animate slides, record the script, and finalize the training module for Fall roll-out.

Status of Metric(s) and/or Affiliated **Outcome Measures Q, R & S:**

- Reduce consumption of electric use by 1.5%, natural gas use by 7%, and water use by 2.0%.



Although the June metric numbers are preliminary, and are subject to review and revision after the final few invoices for FY2013 arrive and are entered into the utility management database, the metrics indicate we will achieve our targets for all three categories. On-going challenges to achieving water reduction goals include the continuing drought conditions throughout Colorado.

Performance Goal: Monitor staff work-related injuries.

Project Leader(s): Rick Thompkins

Business Opportunity:

Preventable staff injuries result in unnecessary medical and liability costs and negatively impact staff morale. The Department has an opportunity to stabilize or reduce the number of staff injuries through data and information sharing with facility Life Safety Officers. Safety is an ongoing priority and concern for the Facility Life Safety officers.

Performance Goal Target Outcomes:

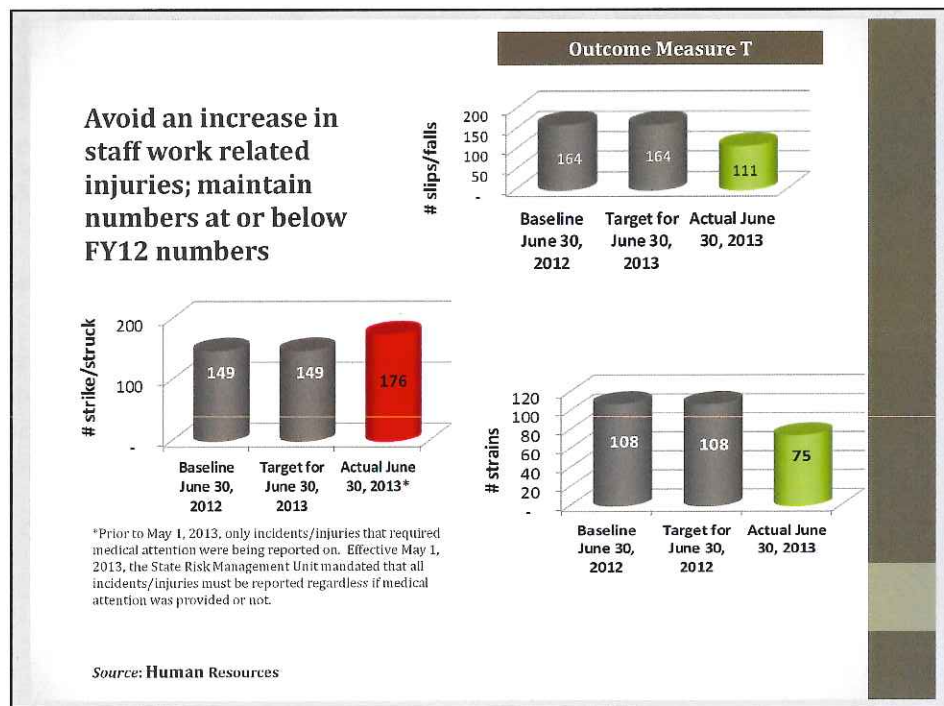
- Provide reliable quarterly data to facility Life Safety Officers in target areas that will assist in the revision of safety training and work injury prevention.
- Reduce work related injuries, specifically, slips, strains and falls.
- Reduction of staff injury claims can be reduced, but is limited by the employees' right to appropriately report injuries and receive treatment.

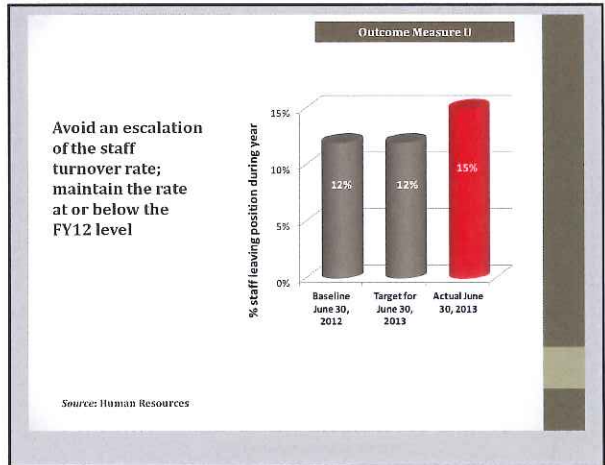
Performance goal Status and Accomplishments to Date:

- Provided monthly data to Life Safety Officers for appropriate action.
- Implemented *Slips, Trips and Falls* as a mandatory class which all DOC staff must complete via the on-line training portal.

Outcome Measure T: Avoid an increase in staff work related injuries; maintain numbers at or below FY12 numbers.

The action steps implemented to achieve this performance goal were successful as depicted in this outcome measure graph for slips/falls and strains. The strike/struck metric was not achieved primarily due to the uncontrollable change in how this metric is measured by the State Risk Management Unit.



Performance Goal: Monitor staff turnover for trends.									
Project Leader(s): Rick Thompkins									
<p>Business Opportunity: Considerable funding is expended in the recruitment, interviewing, hiring and training of staff for placement and success as long-term DOC employees. The department has an opportunity to identify areas, within our control, where various actions could improve employee retention, resulting in considerable cost avoidance.</p> <p>The three highest reasons which staff note in their exit surveys are as follows:</p> <ul style="list-style-type: none"> Accepted new job outside state system – 133 Retirement (includes full service, reduced and disability) 108 Personal Reasons – 89 									
<p>Performance Goal Target Outcomes:</p> <ul style="list-style-type: none"> Avoid an escalation of staff turnover rate. Use exit surveys to improve staff retention through trend analysis and communication with appointing authorities. Develop actions to address retention issues within the control of the department. 									
<p>Performance Goal Status and Accomplishments to Date:</p> <ul style="list-style-type: none"> A 2% pay adjustment will go into effect July 1, 2013. This pay increase may assist in retaining staff. The Office of Human Resources will continue to encourage applicants to ensure they are coding their application correctly as they select a facility and a community which they are willing to work in and remain at for two years. 									
Outcome Measure U: Avoid the escalation of staff turnover rate.									
<p>The DOC was unable to achieve this outcome measure. There are factors which the department does not control such as the following:</p> <ul style="list-style-type: none"> The State of Colorado is just beginning to recover from several years of decreasing or stagnant state budgets, which resulted in all state employees experiencing either a loss in pay or no raise for the previous five years. As other industries and law enforcement agencies are able to offer a higher base salary or better benefits, DOC may continue to experience the loss of well qualified and experienced staff. 	 <p>Avoid an escalation of the staff turnover rate; maintain the rate at or below the FY12 level</p> <table border="1"> <thead> <tr> <th>Period</th> <th>% staff leaving position during year</th> </tr> </thead> <tbody> <tr> <td>Baseline June 30, 2012</td> <td>12%</td> </tr> <tr> <td>Target for June 30, 2013</td> <td>12%</td> </tr> <tr> <td>Actual June 30, 2013</td> <td>15%</td> </tr> </tbody> </table> <p>Source: Human Resources</p> <ul style="list-style-type: none"> It is expected that the number of staff leaving due to retirement will continue, and is the common experience of many state agencies. Human Resources staff spends significant time ensuring that candidates for employment are aware that once a job offer is accepted, their work location cannot change for two years. Remote locations often cause family hardships and some staff resigns as a result. 	Period	% staff leaving position during year	Baseline June 30, 2012	12%	Target for June 30, 2013	12%	Actual June 30, 2013	15%
Period	% staff leaving position during year								
Baseline June 30, 2012	12%								
Target for June 30, 2013	12%								
Actual June 30, 2013	15%								

Performance Goal: Maintain ACA Accreditation.

Project Leader(s):Tami Williams

Business Opportunity :

- The American Correctional Association (ACA) standards are a comprehensive set of guidelines for operating correctional facilities and programs. Achieving and maintaining these standards makes a clear, concise statement that the agency recognizes good practices and wants to improve and optimize performance.

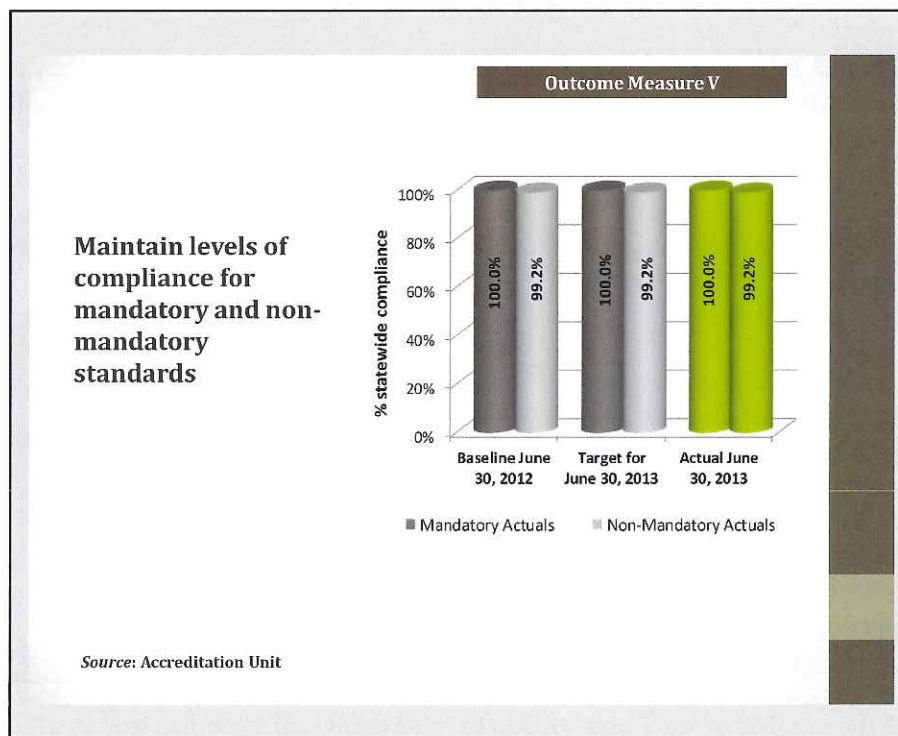
Performance Goal Target Outcomes :

- Maintain ACA accreditation for mandatory and non-mandatory standards at prior year level.

Performance Goal Status and Accomplishments to Date:

- All facilities and programs have maintained their ACA compliance levels for both mandatory and non-mandatory standards. This performance goal was completed and closed 12/31/13.

Outcome Measure V: Maintain levels of compliance for mandatory and non-mandatory American Correctional Association (ACA) standards.



Performance Goal: Establish interdepartmental re-entry steering team to reduce barriers to offender success, reduce recidivism and positively impact offender success.

Project Leader(s): Carl Wotowis

Business Opportunity:

Strengthening Colorado's systematic approach to efficient and effective re-entry will improve offender outcomes and improve community safety. The Executive Directors from the Departments of Corrections, Public Safety, Labor and Employment, Human Services, and Local Affairs agree to implement an interdepartmental steering team dedicated to advancing collaborative offender re-entry recommendations from the September 2011 *Symposium on Offender Re-Entry* breakout groups.

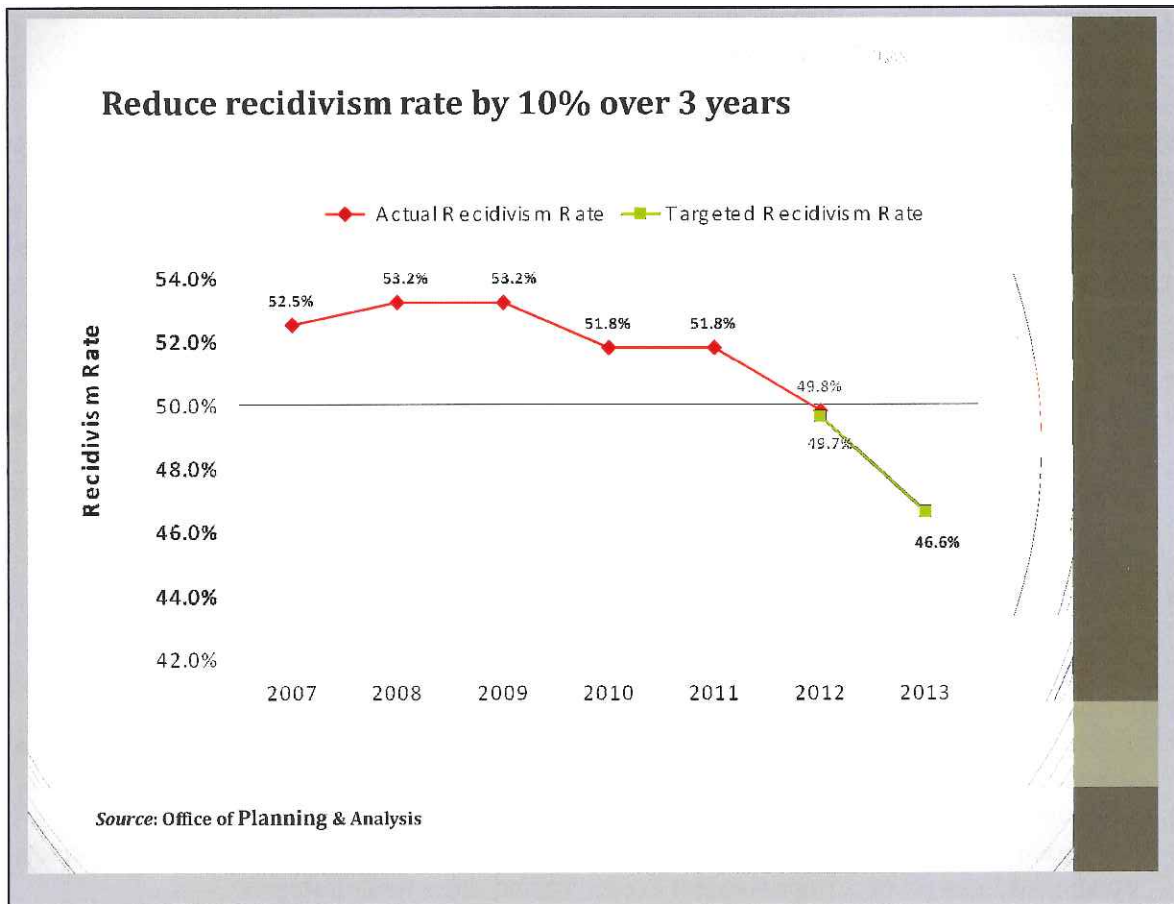
Performance Goal Target Outcomes:

- Establish an Interdepartmental Re-Entry Steering Team.
- Based on the *Symposium on Offender Re-Entry* report, assess the work group's recommendations, identify overlapping issues, common themes, and high priority concerns the team feels, if addressed, would improve efficiencies, effectiveness and elegance. Identify two or three strategies that would be highly impactful and feasible for the team to pursue.
- Develop an implementation plan specific to each approved strategy.
- Complete implementation of approved strategies and implementation plans. Prepare final briefing for the Executive Directors.

Performance Goal Status and Accomplishments to Date:

- Assessed the *Symposium on Offender Re-Entry* report. Identified overlapping issues, common themes, and high priority concerns the team feels, if addressed, would improve efficiencies, effectiveness and elegance.
- Identified four strategies that would be highly impactful and feasible for the team to pursue, and conducted Lean process improvement events around these four strategies:
 - Community Corrections Utilization
 - Community Corrections Evidence-based Progression Process
 - Release Plans and Conditions of Parole
 - Community Treatment & Housing
- Developed implementation plans specific to each of four Lean events.
- Progressing toward completion of the Lean event implementation plans – 69% complete

Outcome Measure: Reduce Recidivism



Reduce offender recidivism by 10% in three years. The baseline measure for this metric is CY 2010 data reported in 2011 at 51.8% with a 3 year reduction goal to 46.6% recidivism rate.

Recidivism is measured on a 3-year cycle, meaning it takes three years after release and not returning to prison, before one is deemed not to have recidivated.

The reduction in recidivism in calendar 2012 is the outcome of numerous DOC initiatives, including the Re-entry Steering Team initiative. There are numerous factors within and outside of the Department's control relative to recidivism rates. However, one can reasonably conclude that the various DOC strategic initiatives have favorably impact this metric as evidenced by the decline from 51.8% in 2011 to 49.8% in 2012. This recidivism rate is only one-tenth of a percent off of the target measure.

2014-2015 DOC Operational Plan

The DOC annual planning conference was held in May 2013 at the National Institute of Corrections Academy in Aurora, CO. Advanced planning for the conference included a DOC-wide outcome measure survey. All staff was provided the opportunity to rate the existing DOC outcome measures and provide input on potential new measures. The planning conference consisted of an assessment of performance goals and outcome measures to date, a session on data driven decision-making, breakout sessions for updates on DOC issues and challenges, work on new performance goals, and presentations on Lean organizational transformation for executive leadership.

The DOC Operational Plan that follows is comprised of thirteen (13) major program areas (MPAs). MPAs are consistent with, but not all inclusive, of the sub-programs of the Long Bill, the state's budget legislation. Each MPA contains a brief description of the program area including: programs administered, primary processes employed to deliver goods or services, major funding sources and geographical locations. Each MPA also identifies program processes and process measures, and related performance goal(s).

The Department performance goals are a reflection of the Department's strategic priorities, some on-going and others newly established this year.

MAJOR PROGRAM AREA	HOUSING AND SECURITY		
PROGRAM DESCRIPTION	<p>The Housing and Security major program area is responsible for the safety and security of the public, staff, and offenders by managing and communicating with offenders while maintaining a safe, humane, and appropriately secure living environment. This subprogram handles both day-to-day management as well as long-term living conditions for the offender population.</p>		
	<p>The Housing and Security major program area provides professional operation of facilities throughout the DOC, thereby providing for the safety of the public, staff, and offenders; the control of institutions; and the preservation of state property. It services all stakeholders by utilizing professional staff to provide for the operation of critical systems; documentation and auditing of systems performance; response to emergencies; control of harmful materials; and management of access and egress to facility property.</p>		
	<p>This major program area provides for counseling, disciplinary actions, grievance resolution, and effective classification and management of offenders resulting in a safe and controlled environment. Direct staff and offender interaction includes, but is not limited to: counseling for personal issues, family issues, work assignments, educational needs, and behavioral expectations; explanation of rules; problem solving; and grievance resolution. Offender management systems such as classification, discipline, case management, and earned-time awards guide offenders into appropriate behavior patterns are used by Housing/Security staff.</p>		
	<p>Critical common activities for Housing and Security staff include: meal service, offender recreation, cell & area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, offender accountability, key control, tool control, contraband control, evidence management, offender movement, non-routine offender transport, and clerical duties. Many of these activities must be done every day of the week at any hour of the day or night.</p>		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEAR
INPUT	External capacity budget.	\$81,666,695	\$81,666,695
	Private Prison Monitoring Unit (PPMU) 16 staff - 100% of job duties.	\$1,065,095	\$1,065,095
PROCESS	Management of Colorado offenders in private prison facilities.		
OUTPUT	Average daily population of offenders managed in private facilities.	3,507	3,507

INPUT	Number of custody control staff. --100% of job duties.	3,027.5	3,027.5
	Number of offenders in state facilities (ADP).	13,586	13,528
	Custody control staff salaries.	\$160,644,907	\$160,644,907
	Operating budget.	\$1,822,816	\$1,822,816
PROCESS	Provide appropriate security measures to ensure the safety of offenders, staff, and the public.		
OUTPUT	Number of random drug tests administered.	8,911	8,911
	Number of searches completed.	143,989	143,989
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	1. Colorado Transitional Accountability Plan (CTAP): The department will implement a seamless case management plan to guide the offender's progress from incarceration to successful discharge of supervision by October 1, 2014.		
	a) Conduct comprehensive evaluation of case manager function to streamline job duties. 100% Complete		
	b) Research automated case management systems and solicits vendor bids; assess vendor systems and select. 100% Complete		
	c) Collaborate with OIT to implement select vendor case management system. 10% Complete		
	d) Create project teams to facilitate policy development, staff training and case management system implementation. 100% Complete		
	e) Collaborate with the Corrections Training Academy to prepare and offer integrated case management training for the Department. 20 % Completed		
	2. Implement institutional case plans on all intakes by April 1, 2014.		
	a) Develop strategies to effectively intake all offenders with quality assessments and case plans.		
	b) Implement strategies by April 2014.		
	c) Monitor results.		
	3. Reduce institutional movement of all offenders by February 1, 2014.		
	a) Develop strategies to effectively reduce movement of offenders to enhance program participation and completion.		
	b) Implement strategies by February 2014.		
	c) Monitor results.		
	4. Develop policies that govern discretionary limitations of case managers by March 1, 2014.		
	a) Identify appropriate discretionary limitations for case managers.		
	b) Draft and publish policies.		
	c) Train case managers on new policies by March 2014.		
	5. Enhance the offender ID program to increase the number of offenders who release with a state ID by December 31, 2014.		
	a) Prepare and track a legislative funding request to enhance the offender ID program.		
	b) Identify and implement options to enhance the offender ID program.		
	c) Secure necessary resources to manage the offender ID program enhancements.		
	d) Update policy and train staff as needed.		

	6. Enhance cost effective housing and programming for the aging offender population by December 31, 2014.
	a) Develop assessment codes for elderly offenders.
	b) Identify facility housing centrally located to meet population needs, and age-appropriate programming.
	c) Develop and implement training for staff around this population.
	d) Pursue contracts agreements and partnerships with external entities regarding community placement.
	7. Establish and monitor outcome measures for private prison facilities through June 30, 2014.
	a) Collaborate with private prison administrators to establish key outcome measures. Completed - Nine (9) performance measures (PM) have been identified. Monthly data collection to begin July 2013. Previous year used as a baseline for each PM.
	b) Develop monitoring system for outcome measures. Completed – monthly reporting for each private facility.
	c) Report outcome measures monthly to key stakeholders. Data collection on-going. Monthly reporting began July 2013.
	8. Automate constituent services database to enhance response to public inquiries by March 31, 2014.
	a) Establish and implement project with Office of Information Technology: scope, program and test.
	b) Update policy, train staff and deploy automated database.

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	OFFENDER PROGRAMS		
PROGRAM DESCRIPTION	<p>The Education program meets the diverse educational needs of offenders through the provision of quality academic, vocational, and cognitive programming, as well as library services, where offenders can successfully integrate into society by gaining and maintaining employment and becoming responsible, productive individuals. Most programs can be completed within a 9 to 12 month period.</p>		
	<p>The Education program determines the curriculum for and coordinates the delivery of academics, Career and Technical Education (CTE), cognitive programs, and library programs throughout the DOC. Education programs vary according to correctional facility/center, population, demographics, physical plant size, and custody level. All facilities have libraries with relevant educational and recreational materials. The majority of program schedules are provided between 7:00 a.m. and 4:00 p.m., with some classes and library hours also in the evenings and on weekends.</p>		
	<p>The Volunteer program guides faith and citizen community resources in all DOC facilities (to include private facilities) through program design, policy development, annual budgeting, training programs, and audit systems to further the Department’s mission and goals and ensure facility compliance with applicable laws and regulations. The program utilizes a team approach encompassing a diverse composition of faith and non-faith-based organizations and individuals who include, but are not limited to, DOC employees, professionals, clergy, and lay persons. These groups and individuals are part of the process dedicated to sharing information to evaluate and improve the delivery of faith accommodation, community transition components, and other volunteer services.</p>		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of offenders enrolled in GED courses	1,510	1,510
	Number of academic instructors.	58	58
	Academic instructor salaries.	\$4,082,573	\$4,082,573
PROCESS	Assess, and deliver classes to facilitate offenders attaining a GED.		
OUTPUT	Number of GED individual tests given.	5,901	5,369**

INPUT	Number of offender enrollments in CTE courses	1,065	1,065
	Number of instructors.	71	71
	Instructor salaries.	\$5,070,405	\$5,070,405
PROCESS	Assess, and deliver classes to facilitate post-high school/GED offenders attaining entry level marketable skills through career and technical education.		
OUTPUT	Career and technical education individual courses	7,881	7,881
INPUT	Number of volunteer applications received.	1,899	2,015
	Number of volunteers.	1,462	1,551
	Number of approved volunteer programs.	199	211
	Number of offenders in state facilities (ADP).	13,586	13,528
	Number of staff (FTEs) to manage the volunteer program.	8	8
PROCESS	Delivering volunteer programs to offenders.		
OUTPUT	Number of volunteer background checks completed.	1,899	2,015
	Number of basic and update volunteer training class conducted.	81	81
	Number of volunteer hours delivering programs to offenders.	52,104	55,277
	Number of offenders attending volunteer programs.	72,203	76,410
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	9. Program Consistency: Assess and improve master program schedule by June 1, 2015.		
	a) Assess listing of programs offered by DOC and implement program evaluations in accord with evidence-based practices--completed.		
	b) Implement plan for comparable programs at comparable custody level facilities.		
	c) Implement a plan to align facility programs with corresponding program for released offenders.		
	d) Write policy governing MPS to track offender programs.		
	e) Integrate MPS with the Colorado Transition Accountability Plan (CTAP), an integrated case plan for the DOC.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

**Output is based on a 6 month GED assessment with new testing procedures. GED Testing has reduced test batteries from 5 to 4 tests.

MAJOR PROGRAM AREA	MEDICAL / DENTAL
PROGRAM DESCRIPTION	<p>Medical services in the DOC are structured to function like other managed-care organizations, providing a full range of health care services. Internally, care is provided by State employees and contract employees, including physicians, physician assistants/nurse practitioners, nurses, and ancillary staff. Primary medical care and dental care are provided within the prisons. Infirmary care is available at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Ancillary care and provider support are available through traditional services such as pharmacy, laboratory, and radiology. Healthcare services outside of DOC facilities are provided through a managed care network of specialty and institutional providers under contract with Correctional Health Partners, LLC.</p> <p>All requested services (except emergency) are reviewed against nationally accepted clinical standards and protocols to ensure the care is medically necessary prior to the initiation of treatment. Emergency services are reviewed retrospectively, and the results are used to educate providers in order to reduce unnecessary emergency services.</p> <p>Infirmary health care services for sub-acute inpatient needs are delivered at the CTCF and DRDC infirmaries. Sub-acute inpatient needs include: post-hospital care, infectious disease isolation, special testing, pre-hospital admission preparation, post- accident/stroke/injury rehabilitation, and the treatment of the less resource-intensive acute and chronic medical problems in which hospital admission and standard outpatient care are not recommended. Additionally, the CTCF infirmary offers licensed hospice services.</p> <p>Dental services are provided in Colorado correctional facilities and include intake exams, treatment of dental emergencies, restorations, root canal treatment, dentures, and treatment of fractured jaws, prosthetics, and other needed dental services.</p> <p>Central functions of Medical Services in direct support of health care include administration of medical records, health and dental policy development by the chiefs of service, pharmaceutical services, information systems, finance, and overall administrative operations. These central functions must coordinate all activities of the various clinics and infirmaries in order to successfully utilize the managed care concept under Correctional Health Partners, LLC.</p>

PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Pharmaceutical operational budget \$65.00/per offender per month.	\$67.60	\$67.60
	Pharmaceuticals: Number of pharmacy staff.	15	15
PROCESS	Pharmaceuticals: Provide prescription medicine to offenders housed in state facilities.		
OUTPUT	Pharmaceuticals: Number of prescription drugs dispensed.	308,235	308,235
INPUT	Catastrophic care appropriation	\$12M	\$12M
PROCESS	Chronic care: Provide chronic care to offenders.		
OUTPUT	Chronic care: Number of clinic appointments completed (related to chronic illness).	29,887	29,887
STRATEGIC POLICY INITIATIVES			
	10. Obtain Medicaid reimbursement for eligible offenders effective with the new Affordable Health Care Act (AHCA) by December 31, 2013.		
	a) Formulate procedures to meet requirements of AHCA.		
	b) Prepare plan for offenders to obtain Medicaid coverage when paroled or discharged.		
	c) Ensure information technology systems are able to capture new process and capture outcome measure.		
	d) Obtain approval for DOC as a Medicaid application site.		
	e) Submit funding request for an electronic health record.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	BEHAVIORAL HEALTH
PROGRAM DESCRIPTION	<p>The Behavioral Health major program area provides and manages cost effective mental health services to offenders. Services include clinical treatment and management of offenders with mental illnesses and developmental disabilities, crisis intervention with acutely disturbed or self-injurious offenders, limited rehabilitative programs, and coordination of transitional services for offenders with mental health needs. Services are provided to meet legal standards, diminish the risk to public and institutional safety, and maintain or improve offender level of functioning.</p> <p>This major program area provides a range of professional psychiatric, psychological, social work, and mental health treatment services to offenders incarcerated in the DOC. The Behavioral Health major program area manages the mental health needs of the offender population throughout all phases of incarceration and provides specialized transition services to targeted populations as offenders leave the facilities for parole, community corrections placements, or discharge.</p> <p>Offender mental health needs are assessed and identified on intake into the DOC system. Offenders with significant needs are referred for mental health services at the intake facility. Clinical mental health services are provided to those offenders who meet diagnostic criteria for mental illnesses or mental retardation/developmental disabilities. These offenders experience impairment in their ability to function and cope with incarceration because of psychiatric symptoms or deficits in intellectual functioning. Specialized services include crisis intervention, psychiatric services and medications, mental health treatment, infirmary or hospital placement as needed, and community transition services. DOC also provides clinical mental health services to offenders with acute mental health symptoms who do not meet diagnostic criteria for major mental illnesses or developmental disabilities, but who experience debilitating symptoms or psychological crises (e.g., suicide or self-injury risk, trauma, and situational stressors). DOC also provides rehabilitative mental health services, within the limits of available resources, to those offenders who present ingrained problematic behavior patterns, but who may not be considered mentally ill. The goal of Mental Health rehabilitative services is to assist offenders in developing new skills, attitudes, values, and behavioral patterns in order to reduce the risk of ongoing criminal behavior. These programs usually utilize a structured psycho-educational format based on a cognitive behavioral treatment model. Offenders are taught to identify and correct distortions in thinking and to substitute more productive, socially appropriate ways of thinking.</p> <p>DOC Behavioral Health services are primarily directed towards the following target populations:</p>

Offenders with Psychological Needs: These are offenders who have identified psychological needs that require some level of attention from DOC mental health staff. A subgroup of this population, referred to as Offenders with Serious Mental Illnesses, includes those offenders who have been diagnosed with major mental illnesses. Major mental illnesses are specified in clinical standards and generally include disorders that are more likely to cause significant impairment. This group falls within the identified target population for state-subsidized community mental health services.

Offenders with Developmental Disabilities (DD): These offenders require special services and programs due to impairment in learning and intellectual functioning.

Offenders with Acute Psychological Symptoms or Distress: These offenders may not meet criteria for serious mental illness diagnoses, but currently experience some form of acute distress related to mental health problems. These offenders may present a risk of self-injury, assaultive behavior, or facility disruption.

The Drug and Alcohol Treatment program exists to provide a continuum of facility and community-based assessment and treatment services for offenders under DOC supervision. These efforts are designed to reduce the introduction and use of dangerous drugs in facilities and communities so offenders can begin and maintain their process of recovery from substance abuse and dependency. This subprogram manages 34 drug and alcohol groups in 20 correctional facilities with approximately 484 offenders in education and outpatient treatment at any point in time. An additional 445 beds were added in the therapeutic community (TC) residential units for a total of 837 TC beds. From July 1, 2011 to May 31, 2012 Colorado Treatment Accountability for Safer Communities (TASC) made 5,555 treatment referrals for 3,941 individual offenders to 90 approved treatment providers in the community.

The DOC recognizes substance abuse as a major problem with criminal offenders, a contributing factor in the commission of crimes, and a significant factor impeding rehabilitation which results in an increased rate of recidivism. Nearly 80% of the DOC jurisdictional population has alcohol and drug treatment needs.

Substance abuse assessment and treatment services in DOC are designed to comply with the directives of CRS 16-11.5-102 regarding substance abuse in the criminal justice system:

- Providing consistency in the response to substance abuse assessment;
- Improving and standardizing substance abuse treatment for offenders; and,
- Providing incentives and punitive sanctions for offenders who refuse to cooperate with and respond to substance abuse treatment.

DOC provides a range of substance abuse services that includes: 1) intake assessment and evaluation; 2) facility-based education and treatment continuum; 3) self-help meetings; 4) case management and treatment services for parolees; 5)

community-based urinalysis testing; 6) standardized offender assessment training; 7) research, program evaluation, and data management; and 8) specialized community based continuing care services for prison-based therapeutic community graduates, including dually diagnosed offenders and gender-specific females.

The Sex Offender Treatment and Monitoring Program (SOTMP) identifies and provides specialized assessment, and treatment of sexual offenders. The program is designed to enhance public safety by providing a continuum of identification, assessment and treatment services during incarceration.

Treatment for sex offenders includes cognitive behavioral interventions and assessing the offender's application of treatment concepts. Sex offenders remain at some level of risk to re-offend. However, with specialized treatment motivating sex offenders to change, offenders can learn to manage risk and reduce re-offense rates. Significant national and local research shows that treatment reduces recidivism through the following methods: (1) treatment helps sex offenders to develop new skills and to control urges to commit sex offenses; (2) in treatment, the sex offenders' risk factors and relapse cycles are identified which allows parole officers to monitor for pre-assault behaviors and contain sex offenders prior to re-offending; (3) treatment can result in increased knowledge about sex offenders which can contribute to the general knowledge for detection and prevention efforts.

PROCESSES AND PROCESS MEASURES

		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Personal services funding for adult state facilities.	\$4,941,066	\$4,941,066
	Number of offenders on the referral list for substance abuse treatment, excluding YOS offenders.	3,779	3,775
PROCESS	Provide addiction treatment and assessment services to offenders.		
OUTPUT	Number of treatment participants at end of month.	934	935
INPUT	Number of eligible offenders on the referral list for sex offender treatment at end of month.	1,708	1,600
	Personal services sex offender treatment funding.	\$2,899,553	\$2,899,553
PROCESS	Provide sex offender treatment and assessment services to offenders.		
OUTPUT	Number of treatment participants at end of month.	359	425

INPUT	Personal services mental health funding.	\$10,202,289	\$10,202,289
	Number of offenders with mental health treatment needs P3,4,5 in adult facilities and YOS.	6,148	6,250
	Subset of offenders with P3,4,5 with "M" qualifiers in adult facilities and YOS.	1,904	2,000
PROCESS	Provide mental health treatment and assessment services to offenders.		
OUTPUT	Number of offenders with Psychological Codes P3,4,5 with "M" qualifiers receiving in mental health treatment to include group, individual and psychiatric.	6,123	6,250
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	11. Improve behavioral health services for offenders by June 30, 2014.		
	a) Assess and improve the psychology code system for P3-5 for consistency with community qualifying diagnosis for mental health center services; revise policy and implement changes.		
	b) Evaluate and improve the special needs unit (SNU) system to ensure appropriate level of care and supervision for "offenders with mental illness" (OMI).		
	c) Complete a quality review of offender suicide attempts to assess and improve physical plant changes and staff interventions to reduce suicide attempts and self-injurious behavior.		
	12. Sex Offender Treatment (Phase II) by June 30, 2015.		
	a) Implement recommendations of the legislatively required sex offender treatment evaluation conducted in FY13.		
	b) Modify existing lesson plans.		
	c) Develop and expand maintenance programs.		
	d) Update SOTMP and classification policies		
	e) Rewrite SOMB criteria for release to parole for lifetime sex offenders.		
	f) Establish and monitor project metrics.		
	g) Recruit and fill sex offender treatment positions.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	PAROLE
PROGRAM DESCRIPTION	<p><u>Adult Parole</u> As part of the Division of Adult Parole, Community Corrections and YOS, the Parole programs provide a system of structured supervision and accountability, which allows offenders to complete a portion of their sentence in the community. The responsibilities of the Division include the supervision and monitoring of domestic, interstate and Intensive Supervision Program (ISP) offenders and apprehension of parole absconders and inmate escapees. The Division is in the process of taking steps to reinforce a risk managed approach to offender supervision by way of the LSI; an objective offender assessment, Motivational Interviewing (MI) and the Colorado Violation Decision Making Process (CVDMP), a consistent guided decision making process with respect to offender violations.</p> <p>Community Parole Officers supervise and monitor parolees in all three parole programs to assure compliance with conditions of parole as ordered by the Colorado Board of Parole. The three programs are regular Parole, the Parole Intensive Supervision Program (ISP) and the Interstate Compact Program. Programs in regular Parole and ISP may include weekly office, home, and employment contacts, surveillance, educational assistance, and treatment and housing needs services. Other important functions may include the monitoring of restitution payments, granting of earned time, updating of needs/risk classification and conducting investigations. Public Safety issues may include arrest, filing of new criminal charges, requests to the Board of Parole for modification of conditions of supervision, and parole revocation hearings before the Board. The ISP program enhanced supervision provisions may include the use of GPS technology, the latest technology in electronic monitoring equipment, daily call-ins and curfews. The Interstate Compact Unit is involved in the supervision and management of parolees living outside of the State of Colorado.</p> <p><u>Intermediate Sanctions for Parole Violators</u> The State Board of Parole has statutory authority to revoke parolees and refer them to a community corrections program or a pre-release and parole revocation facility. Revocation to these facilities is for up to 180 days.</p> <p>HB 98-1160, approved June 4, 1998 added an additional subsection to the existing Parole Eligibility statute 17-22.5-403 (9) (i), C.R.50S. This 1998 statutory change requires the State Board of Parole to consider intermediate sanctions for revocations of mandatory parolees who are within 12 months of mandatory release, and in all cases where revocation is based upon technical violations.</p> <p>This modification to 17-22.5-403 (9) (i), C.R.S. has resulted in two additional alternatives for intermediate sanctions by the State Board of Parole in addition</p>

	<p>to the traditional method for revoking parolees under previous legislation: A class of facilities, Community Return to Custody Facilities (CRCF), was authorized in SB 252. This authorization allowed the Colorado Department of Corrections (CDOC) to “operate community return to custody facilities and provide other support and monitoring services as a revocation facility” for certain non-violent Class 5 or 6 technical parole revocations. Legislation passed in 2010 added Class 4 in addition to Class 5 or 6. Unlike traditional community corrections programs, the SB 252 beds are administered by the CDOC without the involvement of the local community corrections boards. The concept is to provide a regressive option to the State Board of Parole to revoke those parolees already released to the community who have failed due to technical violations or parole conditions. These parole violators can be managed in the community at a lower cost than returning them to a prison facility.</p> <p>The CDOC has statutory authority to contract with a private prison to serve as a pre-release and parole revocation facility. Parolees eligible for placement in the facility are parolees whose parole has been revoked for a period not to exceed 180 days. Parolees are not eligible if they have been revoked for a new crime.</p> <p>The State Board of Parole has statutory authority to refer revoked parolees back to a traditional community correction program within the CDOC. The revocation and referral to a traditional community correction program is 180 days, and is subject to the same acceptance or rejection authority of the Community Corrections Boards and Centers for these placements.</p>		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of parolees; average daily population (ADP).	8,675	8,746
	Number of Community Parole staff full time equivalent (FTE).	253	260
	Community Parole staff salaries.	15,261,406	15,287,278
	80% of CWISE (parole database) contract dollars.	1,343,522	1,343,522
	Operating expenses.	1,608,992	1,612,492
PROCESS	Input Measures listed (above) apply to all process listed below for the major program area, Parole.		
OUTPUT			
INPUT			
PROCESS	Assess parolees' risks and needs.		
OUTPUT	Number of Parolee LSI assessments completed.	17,568	18,124
	Number of CPOs that attended the introductory Motivational Interviewing (MI) training.	249	269
	Number of Community Parole Officers (CPOs) that attended the 3-day LSI training.	249	269

INPUT	Funding for ISP programs.	\$850,000	\$918,000
PROCESS	Supervise parolees to comply with terms and conditions.		
OUTPUT	Number of drug tests administered.	175,570	176,321
INPUT	Funding for electronic monitoring.	\$970,600	\$1,055,000
PROCESS	Respond to parolee violations.		
OUTPUT	Number of Colorado Violation Decision-making Process (CVDMPs) completed.	34,000	40,000
	Number of technical parole violators returned to DOC.	3,900	4,000
	Number of revocation hearings.	4,408	4,408
INPUT	Funding for housing.	\$815,000	\$815,000
	Funding for assessments, monitoring and treatment.	\$2,800,000	\$3,100,000
	Funding for psychotropic medications.	\$335,000	\$335,000
PROCESS	Refer offenders to appropriate support services.		
OUTPUT	Number of offenders receiving support services.	10,885	11,831
	Number of offenders served through ISP programs.	1,227	1,227
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	13. Implement recommendations of the NIC Electronic Supervision Technologies report by June 30, 2014.		
	a) Evaluate recommendations and formulate strategies to address recommendations.		
	b) Identify and secure necessary resources to fulfill approved strategies.		
	c) Update policies and train stakeholders as appropriate.		
	14. Develop policies that govern discretionary limitations of parole officers by March 1, 2014.		
	a) Identify appropriate discretionary limitations for parole officers.		
	b) Draft and publish policies.		
	c) Train parole officers on new policies by March 2014.		
	15. Enhance Colorado Violation Decision Making Process (Phase II) by June 30, 2014.		
	a) Identify fiscal resources and contract providers for cognitive behavioral programs, separate from mental health or substance abuse treatment, to address criminogenic needs of offenders.		
	b) Document and disseminate information regarding the cognitive behavioral programs for Community Parole Officer use to address offender/parolee behavior.		
	c) Develop a referral and billing process for these services; may require information technology programming.		
	d) Train staff on the use of cognitive behavioral interventions tied to violation responses.		
	e) Assess program impact on violation behavior and recidivism.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	PRE-RELEASE / COMMUNITY RE-ENTRY CONTINUUM
PROGRAM DESCRIPTION	<p>The Pre-Release Program and Community Re-Entry unit afford an overarching case management model that begins with the Pre-Release Program in 15 statewide facilities and transitions to Community Re-Entry statewide. This communication and overarching case management between Pre-Release Specialists and Community Re-Entry Specialists provide for a continuum of service and streamline transition process.</p> <p>The Pre-Release curriculum targets the eight criminogenic needs through a series of modules using assessments and cognitive based interventions. The 10 modules are designed to increase awareness, personal accountability, self-sufficiency, networks of support and action around critical re-entry components.</p> <p>The Pre-Release Career and Community Resource Center utilizes a secured computer network that provides up-to-date resources for transition planning, online job application simulators and re-entry resources. Pre-Release offers one-on-one sessions utilized for offenders with critical needs such as medical or mental health issues, or for offenders who do not have sufficient time to participate in the entire module series.</p> <p>Community Re-Entry uses cognitive interventions, act as change agents interacting with the offender to enhance motivation and reinforce positive behavior, deliver risk reduction and stabilization efforts; encourage family reunification and support, and oversee a unified plan of service delivery. Additional support services include medical needs, benefits acquisition, long-term housing assistance, transportation assistance, clothing, personal hygiene back-packs, tools, employment services, GED preparation, repayment of restitution, child support arrearages, and referral to additional community support services for any other specialized needs that may impact a parolee's transition from prison into the community. These services are provided at the Broadway Community Re-Entry Center, and parole offices statewide. Services are incentive based and engage the offender in their transition plan, holding them accountable for their success in the community.</p>

PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of inmates; average daily population (ADP).	13,586	13,528
	Number of Pre-Release Specialists full time equivalent (FTE).	16	31
PROCESS	Pre-Release delivery of the 10 program modules One-on-One services, Career and Community Resource Center		
OUTPUT	Number of inmates who have completed the Pre-Release class.	824	1,596
	Number of inmates who participated in Pre-Release program.	3,120	6,045
INPUT	Number of parolees, average daily population (ADP).	8,675	8,746
	Number of Community Re-Entry Specialists full time equivalent (FTE)	15.6	21.6
PROCESS	Direct/indirect services that provide stabilization in the community.		
OUTPUT	Number of total parole population accessing stabilization services.	2,711	3,754
STRATEGIC POLICY INITIATIVES			
	16. Utilize an inter-departmental re-entry steering team to guide work required to reduce barriers to offender success, reduce recidivism, and positively impact public safety; implement initiatives recommended by the steering team and approved by the respective departments' executive leadership by December 31, 2014.		
	a) Establish an interdepartmental re-entry steering team--complete.		
	b) Assess September 2011 Re-entry Symposium work groups' recommendations; identify three initiatives for the groups' focus.		
	c) Develop implementation plans, action steps and performance measures to improve the three initiatives.		
	d) Implement plans and assess performance.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	COMMUNITY CORRECTIONS
PROGRAM DESCRIPTION	<p><u>Community Corrections</u></p> <p>Inmates are closely supervised by Community Parole Officers (CPO's) in the two community programs. Under both programs inmates are required to maintain employment and to participate in required improvement programs. The Division provides for public safety by responding to inmate non-compliant behavior through the application of progressive discipline through the use of sanctions and the Code of Penal Discipline (COPD) which could lead to removal of the inmate from the community.</p> <p>The Community Supervision program provides oversight of the 34 community corrections facilities state-wide, direct supervision and risk management of Colorado Department of Corrections (CDOC) inmates, release planning in preparation for inmates to transition to the Community Intensive Supervision Program (ISP), parole release, or discharge of sentence, and coordination with local law enforcement departments on matters of public safety. Also, under this program the Division provides technical assistance to contract agencies to ensure that inmates are managed in compliance with state statute, pertinent case law, CDOC Administrative Regulations and Operational Memorandums, written directives and Division of Criminal Justice Community Corrections Residential Facility Program Standards.</p> <p>The Community ISP program is a non-residential community corrections intensive supervision program which provides an opportunity for inmates to reside in their own home or an approved residence beginning six months prior to parole eligibility. The purpose of the inmate ISP program is to prepare inmates for successful transition to parole release and/or discharge of sentence, and to provide public safety during the transition period. Successful transition into the inmate Community ISP program requires the inmates to achieve independent living and self-responsibility through employment which provides resources for living expenses, restitution, and child support payments. Also, the inmates participate in self-improvement opportunities which include education, counseling and required treatment programs.</p> <p>Although, the authority for the Parole Board to revoke parolees and place certain inmates in community corrections programs was in statute before the authorization of the Community Return to Custody program under Section 17-1-206.5, C.R.S., the Department was authorized under this legislation to operate community return to custody facilities and provide other support and monitoring services as part of a revocation facility for certain non-violent Class 5 and 6 technical parole revocations. Legislation passed in 2101 also includes Class 4 in addition to Class 5 or 6. The concept is to provide a regressive option to the State Board of Parole in lieu of return to prison for those parolees already released to the community who have failed due to technical violations of parole conditions. The need for these</p>

	facilities grew out of the number of technical parole violators who were returning to prison and overly inflating the State’s prison population.		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of offenders	2,220	2,375
	Average Daily Population (ADP) of Community and Intensive Supervision Program-Inmates (ISP-I) (excluding escapes and regressions).		
	Community parole staff.	83.8	86.4
	Community parole staff salaries.	\$5,678,879	\$5855,073
	20% of CWISE (parole information system) contract dollars.	\$335,880	\$335,880
	Operating expenses.	\$632,650	\$633,950
PROCESS	Input measures listed (left) apply to all process listed below for the major program area, Community Corrections.		
OUTPUT			
INPUT			
PROCESS	Refer offenders to Community Corrections Boards and Community Corrections Facilities.		
OUTPUT	Number of primary community corrections transition referrals.	7,700	7,700
	Number of alternate community corrections transition referrals.	5,300	5,300
	Total number of referrals processed.	22,100	22,100
INPUT	Funding for ISP-I programs.	\$600,000	\$600,000
	Funding for electronic monitoring.	\$565,000	\$565,000
	Funding for ATP treatment.	1,700,000	2,500,000
	Funding for Psychotropic medications.	\$160,000	\$110,000
PROCESS	Supervise community corrections offenders.		
OUTPUT	Number of code of penal discipline (COPDs) filed for community and ISP-I.	2,088	1,910
	Number of offenders on electronic monitoring; ADP ISPI.	570	670
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	There are no performance goals for this major program area this fiscal year.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	YOUTHFUL OFFENDER SYSTEM (YOS)
<p>PROGRAM DESCRIPTION</p>	<p>The Youthful Offender System (YOS) major program area differs from the regular adult correctional system in that it is built on the premise that youthful offenders can be habilitated, their past criminal behaviors can be reversed, and their futures can be positive and productive. To be successful, YOS offenders must be more than just offenders serving sentences. The offenders must be active participants in programming designed to affect significant changes in their lives. The Youthful Offender System differs from the juvenile correctional system; although YOS offenders are chronologically juveniles, they are considered adults in the criminal justice system. Because of these differences, YOS holds a distinct place in the State's correctional system.</p> <p>The General Assembly created the Youthful Offender System (YOS) during a 1993 Special Legislative Session. YOS targets juveniles between the ages of 14 and 20 who have been directly filed as an adult and convicted in district court of committing violent felonies. YOS is intended as a middle tier between the juvenile and adult correctional systems. HB 09-1122 extended the eligibility criteria to include offenders who are at least 18 years old at the time of their offense but less than 21 at the date of their sentencing. Sexual offenders and Class 1 felons are excluded from the eligibility, as are Class 2 felons unless it was a plea down from a Class 1 felony under specific sentencing guidelines. In May 2013, SB 13-216 was passed to re-authorize HB 09-1122 after it sunset in October of 2012.</p> <p>Youthful offenders convicted of Class 2 through Class 6 felonies are eligible for YOS. Prior to the 1999 Legislative Session, both Class 1 and 2 felons were excluded from YOS. During the 1999 Session, the General Assembly extended YOS eligibility to include some juveniles convicted of Class 2 felonies. HB 10-1413 was passed in 2010 Legislative Session to allow judges the discretion to sentence juveniles who were convicted of Class 2 felonies (excluding sex offenses) to YOS except in the case of second or subsequent sentence to the DOC or YOS. The bill also raised the minimum age to 16 except in cases of first degree murder, second degree murder, or a sex offense combined with other crimes as detailed in the bill. Upon conviction as an adult and sentencing to the adult correctional system, the judge has the option, if the criteria are met, to suspend the adult sentence and impose a YOS sentence. Sentences to YOS range in length from two to seven years. YOS is designed to affirm the dignity of self and others; promote the value of work and self-discipline; and develop useful skills and abilities through an individualized multi-phased program followed by supportive aftercare.</p> <p>Cognitive redirection is one of the primary modalities used to achieve this goal. Cognitive redirection represents an integrated and coherent series of</p>

	<p>interventions comprised of core and supplementary elements sequenced throughout a youthful offender's commitment. YOS is designed to provide youthful offenders with relevant information concerning their behaviors, beliefs, and thinking patterns. It facilitates the processing of information, redirecting the youthful offender toward consequential thinking with adaptive and pro-social behaviors.</p> <p>The Youthful Offender System provides a comprehensive programming continuum for youth offenders with individualized options to meet the offender's special needs throughout each of four program components. YOS Aftercare is the fourth and final component of the Youthful Offender System.</p> <p>YOS Aftercare is the component that transitions the youth offender back to the community from the YOS institution located in Pueblo. It is a highly structured, intensely supervised, and monitored program designed to protect the public and facilitate the habilitation of the YOS offender. Phase III emphasizes an interactive partnership of county, state, and community agencies, offering an array of support services that provide a comprehensive aftercare program statewide. These services assist the youth offender and his/her family in the areas of residency, employment, education, therapy, and re-entry services. A graduated decrease in supervision intensity accompanies positive program participation, measurable attainment of defined goals and objectives, and increasingly pro-social community involvement.</p>		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of YOS employees (FTE).	180.9	180.9
	YOS employee salaries.	\$12,779,469	\$13,035,058
	YOS operating expenses.	\$730,856	\$745,473
PROCESS	Input measures listed above apply to all process listed below for the major program area, Youthful Offender System (YOS). Intake, Phase I, Phase II, and Phase III (after care).		
OUTPUT			
INPUT	Number of admissions (offenders being sentenced directly to YOS).	50	76
PROCESS	Effectively assess the risk / needs of the YOS offender population.		
OUTPUT	Number of offenders assigned to educational / vocational programs: Academic – 82 - Vocational – 108	190	198
	Number of assessments administered upon intake.	50	76
	Number of releases.	42	60

INPUT	Contract funding for YOS Phase III aftercare services.	\$1,062,396	\$1,083,644
	Funding for offender electronic monitoring.	\$20,000	\$20,400
PROCESS	Supervise offenders to comply with terms and conditions of YOS sentence from Intake through Phase III (community supervision), while providing essential services to ensure for successful community transition.		
OUTPUT	Number of 28-day multi-disciplinary progress team reviews completed. 225 a month	22,700	23,681
	Number of drug test administered (all phases). Phase I/II – 138 Phase III – 2,160	2,298	2,367
	Number of offenders receiving Phase II 90-day re-entry classes and/or support services.	47	48
INPUT	Number of COPD convictions. Phase I/II – 302 Phase III – 4	306	300
	Number of new charges / criminal filings.	4	2
PROCESS	Make determinations regarding revocation from YOS (facility & community placements).		
OUTPUT	Number of suitability hearings. Phase I/II – 10 Phase III – 4	14	7
	Number of revocation hearings. Phase I/II – 0 Phase III – 4	4	2
	Number of offender revocations. Phase I/II – 0 Phase III – 4	4	2
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	(Local) Provide an opportunity for YOS offenders to have an avenue to remove unwanted tattoos prior to discharging their YOS sentence.		
	a) Identify a vendor who provides tattoo removal.		
	b) Determine a process to prioritize which offenders would benefit from tattoo removal, i.e., STG related tattoos, location on body (face, hands).		
	c) Report number of offenders who had tattoo(s) removed.		
	d) Report the dollar amount spent on tattoo removal.		
	(Local) Evaluate YOS remediation procedures to ensure the process is efficient and effective in redirecting an offender's behavior.		
	a) Identify needed policy changes.		
	b) Develop a comprehensive daily remediation activity schedule.		
	c) Report the number of offenders who were placed in remediation.		
	d) Determine if remediation is effective by tracking the offenders whose behavior dictates placement back into remediation.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	COLORADO CORRECTIONAL INDUSTRIES (CCi)
PROGRAM DESCRIPTION	<p>Colorado Correctional Industries (CCi) major program area manages self-supporting, profit-oriented work programs to provide offenders with training in various job skills and encourage work ethics while generating revenues through the sale of products and services provided primarily to other government agencies. By motivating offenders to keep regular hours, use effective communication in a work environment, and abide by work rules for conduct, CCi builds offenders' confidence and work habits in preparation for their futures. By employing only those offenders who have achieved a high school diploma or GED and have good institutional conduct records, a higher paying job within CCi provides an incentive that has a positive effect on offender behavior.</p> <p>The major businesses operated by Correctional Industries include manufacturing operations for metal products, fiberglass products, automobile license plates, office furniture, seating and modular office systems; a print shop; a leather products shop; heavy equipment services; delivery and install of CCi products; warehousing; an 800-tollfree customer call center; and garment production operations. Other programs include the Colorado Surplus Property Agency (handling disposal of all state property), dairy milk production, water buffalo milk production, K-9 dog training, goats, PBR bull training program, wild horse program, greenhouse, and tilapia production.</p> <p>The Colorado Offender Phone System (CIPS) operation provides administration of contracted phone service; coordination of maintenance and repair of phone system; information and training to offenders, staff, and offender families; as well as phone account maintenance at all supported facilities.</p> <p>Correctional Industries also operates the State Wildland Inmate Fire Team (SWIFT) crews, housed at various correctional facilities in Colorado. Correctional Industries makes SWIFT crews available to Colorado State Forestry Service (CSFS) and other agencies to assist in fighting fires within Colorado by dispatch through normal dispatch centers. CSFS has routinely provided a crew liaison when crews have been dispatched to wildland fires. The crews are self-sufficient and come with supervisors, basic tools and equipment, and transportation. To ensure that the crews function well, the personnel train together and are maintained as crews throughout the year. They are available year-round for assistance with non-fire, woods-related programs and projects.</p> <p>Funding for the Correctional Industries Division is 100 percent cash and reappropriated funds from sales of Correctional Industries products and services.</p>

	<p>The Canteen program provides various personal items for purchase by offenders including toiletries, snack foods, phone services, and other DOC approved items. Per CRS 17-24-126, all funds remaining after expenses are to be used to provide offenders with additional educational or recreational resources including library materials and cable television services. Funding for the Canteen Operation is 100 percent cash funds from sales of canteen products to offenders.</p> <p>Focus of the Canteen program is to provide high quality, fairly priced merchandise and services to the offender population in an efficient and profitable manner; aid in the maintenance of a secure environment; and reduce reliance on taxpayer-provided funds for offender recreational, educational, and social benefit expenditures.</p> <p>The Canteen provides administration of sales, distribution, purchasing, warehousing, and physical processing of offender orders for hygiene, personal, and recreational items. The Canteen also provides an offender work program which employs more than 80 offenders in meaningful jobs at the Arrowhead Correctional Center and Denver Women's Correctional Facility.</p> <p>Canteen-generated funds are placed into the canteen, vending machine, and library account and then used to supplement appropriations for offender education and recreation. Additionally, the Canteen provides a business-based vocational education program for interested offender employees. This is an accredited college level program consisting of five classes totaling 18 credit hours. Each class is a semester in duration and is conducted through classroom instruction. The program is accredited through the Colorado Community College System with credits transferable throughout the system.</p>
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PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	# of staff full time equivalent (FTE).	155.0	155.0
	Staff salaries.	\$10,160,810	\$10,160,810
	Number of offenders in state facilities (ADP).	13,586	13,528
	Raw material expense	\$35,823,826	\$35,823,826
PROCESS	Operate profitable CCi businesses within law, regulation & policy.		
OUTPUT	Sales revenue.	\$46,477,005	\$47,500,000
INPUT	Number of offenders in state facilities.	13,586	13,528
PROCESS	Employ offenders and teach marketable skills through CCi businesses.		
OUTPUT	Number of offenders employed in CCi on June 30, 2013.	1,252	1,325

INPUT	Number of Canteen staff.	28.0	28.0
	Operating budget (direct expenses only).	\$14,662,466	\$14,662,466
	Number of offenders in state facilities.	13,586	13,528
PROCESS	Supply approved products/services to offenders through canteen operations.		
OUTPUT	Canteen sales.	\$16,682,975	\$16,980,000
	Number of offenders employed.	85	85
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	There are no performance goals for this major program area for FY14.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	FACILITY MANAGEMENT SERVICES
PROGRAM DESCRIPTION	<p>Utilities – The Utility program facilitates delivery of reliable, cost-effective utility services to all Department of Corrections (DOC) buildings, equipment, and other systems in order to provide a secure and safe living and work environment. The program is responsible for gathering, preserving, analyzing, and disseminating utility related data; implementing utility-related incentive systems; developing budget requests; supporting the implementation of energy and water savings and/or cost avoidance projects; and providing specific oversight and management services in regard to the Department’s water rights and needs.</p> <p>The Utility program directs the Energy Management Program (EMP), which includes: Energy Performance Contracting (EPC) projects; Education and Awareness Program on Energy Efficiency & Water Conservation; Renewable Energy initiatives; utility management and invoice analysis and monitoring; utility tracking using the state-required EnergyCAP utility management database; electric, natural gas, propane, and potable water consumption reduction projects; the Energy Efficiency Plan, Water Conservation Plan, and the DOC Recycling Plan.</p> <p>In FY 2012-13, the EMP, with Energy Services Companies (ESCOs), performed the Technical Energy Audit (TEA) phase of performance contracting at Fremont Correctional Facility (FCF), Arkansas Valley Correction Facility (AVCF), and Limon Correctional Facility (LCF). DOC finalized construction of the performance contracts at Buena Vista Correctional Complex (BVCC) and Sterling Correctional Facility (SCF). The DOC is now in the measurement and verification (M&V) stage of performance contracting at Colorado Territorial Correctional Facility (CTCF), and will enter the M&V phase at BVCC and SCF in FY2013-2014.</p> <p>In FY 2012-13, the EMP continued the program of implementing utility improvement measures, resulting in avoided costs, through such measures as: upgrading lighting to more efficient fixtures; installing variable frequency drives; continuing electrical service agreements under a demand-side management program; utilizing the procurement process to lower costs on natural gas; installing potable water conservation measures; and implementing facility heating ventilation and air-conditioning (HVAC) upgrades and replacements.</p> <p>DOC is a host site for four photovoltaic solar electric generation projects resulting in cost avoidance for energy purchased through the associated Power Purchase Agreements. The avoidance funds gained through these combined efforts are invested back into the program for implementing new EMP projects or program improvements.</p> <p>Maintenance - The Maintenance program supports 24/7/365 uninterrupted operation of the overall physical facilities within the DOC which includes physical plant management of basic building services and systems such as heating, power, lighting, security hardware and fire alarms, all absolutely essential to the operation of a correctional facility.</p> <p>Physical plant management services are provided in general maintenance, life</p>

safety, and special facilities such as boiler, chiller and central heating plants; water and wastewater treatment plants; utility distribution systems, electricity, gas, and communications equipment. Janitorial services, vehicle maintenance, heavy equipment, grounds maintenance, and assistance with minor construction projects are also provided.

Services are delivered through a program of routine and preventive maintenance procedures designed to preserve the operation of the various building systems and extend their effective lives. In addition, the response to maintenance needs is required on an immediate, emergency basis to ensure the continual operations of facilities in a safe and secure condition.

Facility Services - Facility Management Services (FMS) program provides timely and cost-effective solutions supporting the operations, maintenance, and construction of Colorado correctional facilities. The Office of Facility Management Services implements changes to the physical plants by responding to DOC needs. As a resource and centralized support to the DOC, it is the responsibility of FMS to:

- 1) Oversee standards and maintenance for existing correctional facilities;
- 2) Manage and supervise programming, design, and construction of new facilities and renovations to existing facilities;
- 3) Maintain the facility audit inventory of all DOC buildings which currently consists of 678 separate structures and 7,148,481 square feet of leased and state-owned building space;
- 4) Serve as the central coordinator of federal and state requirements as relates to the physical plant requirements for the Americans with Disabilities Act (ADA), Colorado Historical Society (CHS), Environmental Protection Agency (EPA), Colorado Department of Public Health and Environment (CDPHE), American Correctional Association (ACA), local jurisdictions related to emergency and hazardous material response, fire departments, water districts, wastewater districts, and other utility providers;
- 5) Maintain responsibility for timely and cost-effective maintenance, construction, and operational efforts;
- 6) Coordinate and author the annual Capital Construction (CC) and Controlled Maintenance (CM) budget request documents;
- 7) Develop and update the Division of Risk Management (DORM) Building and Contents Report;
- 8) Allocate the Maintenance Subprogram operating budget;
- 9) Request and manage facility Emergency Maintenance (EM) projects and coordinate lease agreements through Real Estate Programs;
- 10) Implement departmental and facility master planning.

PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR FY14	3 YEARS FY16
INPUT	Appropriation for utilities General Fund: Cash Funds:	\$18,582,804 \$ 1,050,834 FY14	\$18,582,804 \$ 1,050,834 FY16
PROCESS	Manage utilities.		
OUTPUT	Number of TEA awarded or completed.	0	1
	Number of performance contracts (PC) awarded or completed.	3	3
INPUT	Controlled maintenance appropriations.	\$5,697,063	\$5,600,000**
	Maintenance appropriation.	\$23,095,163	\$23,095,163
	Staff positions maintenance (full time equivalents) FTE.	273.0	273.0
PROCESS	Maintain buildings and infrastructure.		
OUTPUT	Number of controlled maintenance projects progressing on schedule.	4 (FY12 Projects)	5 (FY13 Projects)
	Number of controlled maintenance projects completed on budget.	0 (FY12 Projects)	5 (FY13 Projects)
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	17. Reduce energy use and water consumption by September 30, 2013.		
	a) Finish implementation of the energy performance contract at Buena Vista Correctional Complex (BVCC) by December 31, 2013.		
	b) Finish implementation of the energy performance contract at Sterling Correctional Facility (SCF) by September 30, 2013.		
	c) Repurpose Fort Lyon (timing subject to state-level processes and approvals).		
	d) Develop and implement energy efficiency on-line training modules for staff by September 30, 2013.		
	18. Reduce energy use and water consumption (FY14) by January 31, 2017.		
	a) Implement FY13 funded energy performance contract at Arkansas Valley Correctional Facility (AVCF) by November 30, 2016.		
	b) Implement FY13 funded energy performance contract at Limon Correctional Facility (LCF) by November 30, 2016.		
	c) Implement FY13 funded energy performance contract at Fremont Correctional Facility (FCF) by January 31, 2017.		
	e) Reduce water consumption through water conservation plan—phase I at East Canon City Prison Complex by June 30, 2016.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

** Input Measures for FY 2015-2016 are unknown and unable to be projected. Annually, Controlled Maintenance projects are submitted by the DOC, recommended by the Capital Development Committee, approved by the Legislature, and funded based on the State of Colorado's fiscal health.

MAJOR PROGRAM AREA	EMPLOYEE DEVELOPMENT AND SUPPORT SERVICES		
PROGRAM DESCRIPTION	Human Resources - The Office of Human Resources (OHR) is responsible for conducting all human resource services that classify, recruit, screen, examine, interview and refer candidates to appointing authorities in 39 separate correctional facilities and community and parole offices; establish staffing patterns and creating positions; oversee personal services contract compliance; initiate and update manual/computer personnel and position records for approximately 6000 classified positions including creation and maintenance of accurate payroll data; provide orientation of new staff; oversee employee relations, conflict resolution, and employment litigation / hearings; implement ongoing quality control via employee performance evaluation; conduct position classification reviews; respond to staff and public inquiries regarding employment opportunities, hiring and selection; assure accurate and timely payment of salaries and benefits for DOC employees; provide for accurate accounting of salary costs through the Expense Distribution; disseminate information related to employee benefits: i.e. leave balances, short-term disability, family medical leave, workers compensation, health/dental insurance and retirement.		
	Training - The Training program is a department-wide service delivery system that provides basic training, in-service, extended orientation, advanced and specialized training to DOC employees, contract workers, and volunteers. Additionally, some basic, in-service, advanced and specialized training courses are provided to private prison staff, government, and law enforcement agencies. The focus of this subprogram is to develop a professional workforce capable of managing offenders in a safe, secure environment. The training system is administered through the Training Academy, located in Canon City, and operates in each facility/agency of the DOC. The subprogram’s operations include: instructor development and credentialing, development and updating of curriculum, training delivery, training record maintenance, planning, monitoring, and evaluation. The training system continually strives to provide consistent, cost-effective and legally-defensible training based upon current correctional policy, law, philosophy, and trends.		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of referrals from Human Resources to the Corrections Training Academy (CTA).	1,000	1,200
PROCESS	Train all new employees hired to the Colorado Department of Corrections.		
OUTPUT	Number of successful basic training completions.	940	1,164
INPUT	Number of annual assessments completed from the field.**	1,004	1,400
	Number of (or rate of) annual trainer workshop feedback**	40%	60%
	Number of CTA staff.	15	15
	CTA staff salaries.	\$1,153,468	\$1,207,468

	CTA operating budget.	\$195,735	\$195,735
	Number of employees as of June 30, 2013.	940	1,164
PROCESS	Provide on-going in-service staff training.		
OUTPUT	Career development program participation numbers.**	2,032	2,200
	Number of annual refresher training completions.**	5,832	6,100
INPUT	Human Resource staff salaries.	\$1,751,232	\$2,033,688
	Number of Human Resource staff.	31	36
PROCESS	Hiring and promotional process.		
OUTPUT	Number of new hires and promotions (positions filled).	1,060	2,000
	Number of exams given (new hires & promotions	490	500
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	19. Reduce staff turnover by June 30, 2014.		
	a) Encourage staff to complete exit surveys to identify areas of improvement for the department hiring and retention process.		
	b) Identify trends from exit surveys to target improvement opportunities which the department can control, and provide appropriate training to supervisors.		
	c) Develop and implement strategies to reduce staff turnover.		
	20. Implement a centralized data collection process by April 1, 2015.		
	a) Implement fully functioning information technology architecture.		
	b) Access to all CWISE (parole information system) data.		
	c) Regulate rogue databases; enforce single source for data reporting; increase staff investment in data quality.		
	d) Request capital construction funding for complete rewrite of DCIS, the DOC's primary offender data system.		
	21. Develop the lean process improvement model for the department and apply lean principles to achieve performance goals.		
	a) Establish a Corrections Lean Improvement Process (CLIP) board to guide the program.		
	b) Conduct workshop with CLIP board and Lean expert to formulate the DOC lean process and competency development model.		
	c) Align relevant performance goals with lean process improvement to facilitate achieving goals.		
	d) Orient facility and parole office leaders to lean processes.		
	e) Implement lean training for various roles.		
	f) Implement lean events for appropriate project improvements at the local level.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

** Data is for the period April 1, 2012 through March 31, 2013.

MAJOR PROGRAM AREA	FINANCIAL SERVICES		
PROGRAM DESCRIPTION	The Business Operations supports and serves the management of all operating units of the DOC with procurement/distribution of goods and services and the requesting, recording, and reporting of budgetary and financial information in accordance with state fiscal rules, generally accepted accounting principles, and applicable laws, rules, and regulations.		
	The services provided by Business Operations include: procurement of goods and services; reviewing department contracts; warehousing and distributing supplies; processing vendor invoices for payment; processing travel and tuition reimbursements; recording offender receipts and expenditures; processing payroll and deductions; administering worker's compensation claims; administering the State Procurement Card program; collecting offender restitution and child support; recording revenues and collection of receivables and distribution; authorizing, recording, tracking, approving and reporting expenditures; recording and tracking assets and liabilities; coordinating departmental mail pickup and delivery; providing switchboard coverage at headquarters and other facilities; providing financial information to the legislature, DOC staff, offenders, and the general public; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request document that accurately represents the financial and programmatic needs of the DOC; and providing financial oversight to all facilities and subprograms.		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of staff.	8	8
	Staff salaries.	\$1,102,560	\$1,102,560
	Number of purchase requisitions.	1,066	1,200
PROCESS	Procure goods and/or services for DOC staff as required for program operations.		
OUTPUT	Purchase orders.	1,100	1,250
	Executed contracts.	569	600
INPUT	Number of staff in Accounting Unit.	27	27
	Staff salaries.	\$1,606,711	\$1,606,711
	Operating expenses for COFRS (state-wide financial accounting system).	\$6,657,302	\$7,000,000
PROCESS	Record and process all financial transactions related to: offenders via the Inmate Bank, department assets, liabilities, cash receipts/disbursements and others for DOC programs.		
OUTPUT	Inmate bank transactions.	604,378	625,000
	Recorded Department financial transactions.	31,331	32,000
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	There are no performance goals for this major program area for FY14.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

MAJOR PROGRAM AREA	INSPECTOR GENERAL		
PROGRAM DESCRIPTION	The Office of the Inspector General (OIG) provides professional investigative resources to the DOC and its facilities, employees, offender population, law enforcement community, and the general public. The investigators are certified peace officers who are sworn to protect and serve the people of the State of Colorado by: promoting public safety and the safety of DOC staff and offenders; protecting property; and enforcing the laws within the State of Colorado. This office is the primary contact on law enforcement issues within the Department.		
	The Office of the Inspector General is responsible for detecting crime, enforcing the law, collecting and analyzing evidence, analyzing complaints, planning and conducting complete criminal and civil investigations within the DOC and the State of Colorado; preparing necessary legal documents, written reports, warrants, and affidavits; enforcing drug interdictions and collecting random staff urinalyses; administering the Prison Rape Elimination Act; administering the Colorado Sex Offender Registration Act; performing DNA collection in compliance with the law; analyzing and introducing high-profile offender data into the FBI’s national Violent Criminal Apprehension Program database; supervising Colorado Crime Information Center (CCIC) and National Crime Information Center (NCIC) training and operations for DOC; monitoring and analyzing intelligence information to improve the safety and security of offenders, staff, and visitors; conducting background investigations on DOC employment applicants; and providing law enforcement assistance.		
PROCESSES AND PROCESS MEASURES			
		MEASURES*	
		1 YEAR	3 YEARS
INPUT	Number of criminal complaints.	2,297	3,072
	Number of staff for criminal investigations.	30	30
	Staff salaries for criminal investigations.	\$2,285,292	\$2,323,356
PROCESS	Enforce the law, to detect and deter crime within the Department of Corrections and the State of Colorado through systematic investigation and provide for a subsequent arrest and criminal prosecution of statutory violators.		
OUTPUT	Number of criminal investigations conducted.	2,297	3,072
INPUT	Number of allegations of staff misconduct.	243	408
	Number of staff for professional standards investigations.	5	5
	Staff salaries for professional standards investigations.	\$362,064	\$369,432
PROCESS	Explore allegations to determine course of the investigative process and provide documentation to Appointing Authority for determination.		
OUTPUT	Number of professional standards Investigations conducted.	243	408

INPUT	Number of applicants (excluding staff backgrounds required for PREA standards compliance).	2,716	5,040
	Number of staff for background investigations.	5	7
	Staff salaries for background investigations.	\$284,376	\$336,549
PROCESS	Administer the background process to insure compliance with standards and analyze information obtained from established sources to determine eligibility for employment.		
OUTPUT	Number of background investigations conducted (5 year average).	2,396	2,910
STRATEGIC POLICY INITIATIVES			
PERFORMANCE GOALS	22. Implementation of the New Federal Prison Rape Elimination Act (PREA) Legislation by July 1, 2016.		
	a) Develop new information technology systems for PREA compliance and audit process.		
	b) Develop an internal audit system and process.		
	c) Seek funding for full time equivalent (FTE) positions and fill FTE should grant funding terminate plus one additional FTE for auditing.		
	d) Achieve compliance with Federal standards through external Federal audit process, 3-year cycle.		

* Input Measures are current FY 2013-2014 Long Bill (1 year), and projected FY 2015-2016 (3 year) Long Bill for salaries, staff/salaries; otherwise input measures are projections for July 1, 2014 (1 year) and July 1, 2016 (3 year). Output Measures are projected July 1, 2014 (1 year), and projected July 1, 2016 (3 year).

DOC Lean Process Improvement

The DOC embraced the Governor's Office Lean initiative in 2011. Consistent with the SMART Acts of 2012 and 2013 and the Governor's Office Performance Management System, Lean tools and principles are being used for planning events and rapid improvement events to align opportunities for significant customer-focused improvements with strategic policy initiatives and key operating objectives.

Lean events are sponsored at the global or local level. Global events typically have Department-wide impact or are inter-departmental affecting multiple state departments. Local events focus on process improvement typically within the scope of a single appointing authority, such as a warden, program director or parole supervisor.

Staff received training at Lean events and through participation in Lean initiatives. Lean training for project sponsors was provided at the 2013 May planning conference. In addition, the first Lean on-line course, developed by the DOC, was deployed in July 2013. An inward facing Lean Online web page was deployed earlier this year to share Lean tools, tips and projects with all staff. One DOC position was filled to serve as the Lean training specialist for the Department. Lean project leader (LPL) curriculum is under development using the training resources provided by the Governor's Office. We anticipate the first LPL training at our Corrections Training Academy early in 2014.

The Department has sponsored several global process improvement events that are directly tied to furthering Department 2013-2014 performance goals and enhancing Department operations.

Lean Event	2013-2014 Performance Goal
Community Corrections Utilization	Interdepartmental Re-entry Steering Team
Community Corrections Evidence-based Progression Process	Interdepartmental Re-entry Steering Team
	Improve Continuity of Health Care
	Reduce Homelessness
	Increase the Number of Parolees Employed
Community Treatment and Housing	Interdepartmental Re-entry Steering Team
	Improve Continuity of Health Care
	Reduce Homelessness
	Increase the Number of Parolees Employed
Release Plans and Conditions of Parole	Interdepartmental Re-entry Steering Team
DOC Lean Process and Competency Development Model	Develop the Department's Lean Process Improvement Model and Apply Lean Principals to Strategic Objectives
Offender IDs	Develop a data collection system to track offenders with State IDs.

Local Lean initiatives are being conducted on a limited basis. Local Lean is anticipated to expand substantially over the coming years as the DOC Training Academy implements LPL and other specialized Lean training events.

Summary

In fiscal year 2013, DOC staff engaged in the implementation of thirty-four (34) performance goals to improve organization performance, enhance public, staff and offender safety, and improve offender success.

A performance evaluation using performance goal briefs with related outcome measure(s) highlighted the challenges the Department faces to improve outcomes valuable to the public we serve. The Department achieved many successes, and we recognize there continues to be opportunity to improve. Several of the DOC's performance goals are multi-year, and the Department believes a resolute focus on implementing these goals will result in improved performance outcomes.

The DOC Operational Plan focuses on the daily operation of our Department. Major program areas identify high level processes to meet our mission, input measures reflecting the resources used to implement processes, and the products and services which are outputs of the processes.

The twenty-one (21) 2014-2015 performance goals in collaboration with the Departments' daily operations will serve to improve performance and impact broad policy outcomes.

Lean process improvement is a method to analyze operational processes and target opportunities for improvement with a clear focus on delivering value to the customer. The Department is in the early stages of using Lean process improvement. Process improvement events were conducted to further 2013-2014 performance goals. We are committed to expand our expertise and competency over the coming years to use this method for improved performance and efficient use of resources.

The 2014-2015 Performance Plan is a reflection of past performance, current priorities and targeted outcomes. The Department of Corrections is proud to be of service to the State of Colorado through the application of a performance-based planning process.

Appendix A: 2013 SMART Act Requirements for Strategic Planning

The Colorado Department of Corrections is required by the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act, sections 2-7-201 through 2-7-205, C.R.S., to prepare a performance plan. Essential requirements of the 2013 SMART Act related to the Department performance plan are identified below and the section of the 2014-2015 Department performance plan that meets the specified requirement.

SMART Act Requirement		SMART Act Reference	2014-2015 Performance Plan Section	Page(s)
5 year mission or vision.		2-7-204(3)(c)(I)	Mission, Vision and Values	5
A summary of the department's most recent performance evaluation.		2-7-204(3)(c)(VI)	Performance Evaluation of the 2013-2014 Performance Plan	8-35
Performance measures developed with employee and certified employee organizations (if reasonable).		2-7-204(3)(d)	2014-2015 DOC Operational Plan	36
A description of major functions.		2-7-204(3)(c)(II)	2014-2015 DOC Operational Plan	37-68
Performance measures for the major functions.		2-7-204 (2)(c)(III)	2014-2015 DOC Operational Plan	37-68
√	Quantitative.	2-7-208(18)		
√	Applies to activities directly under the influence of the department.	2-7-208(18)		
√	Understandable to the public.	2-7-208(18)		
Performance based goals that correspond to the department's performance measures and extend to at least three years into the future.		2-7-204(3)(c)(IV)	2014-2015 DOC Operational Plan	37-68
			2014-2015 Outcome Measures	7
A narrative description of strategies necessary to meet performance goals.		2-7-204(3)(c)(V)	2014-2015 DOC Operational Plan	37-68
Performance plan posted on Department web site.		2-7-203(3)(a) 2-7-204(3)(b)	Effective November 1, 2013	www.doc.state.co.us

Appendix B: Summary Table of
2014-2015 Performance Goals by Major Program Area

Page	Major Program Area	Performance Goal	
38-39	Housing & Security	1	Implement the CO Transitional Accountability Plan (CTAP), seamless case management.
		2	Implement institution case plans on all intakes.
		3	Reduce institutional movement of all offenders.
		4	Develop policies that govern discretionary limitations of case managers.
		5	Enhance the offender ID program.
		6	Enhance housing and programming for aging offenders.
		7	Establish and monitor outcome measures for private prison facilities.
		8	Automate constituent services database.
41	Offender Programs	9	Program consistency.
43	Medical / Dental	10	Obtain Medicaid reimbursement for eligible offenders.
47	Behavioral Health	11	Improve behavioral health services for offenders.
		12	Sex offender treatment (Phase II).
50	Parole	13	Implement recommendations of the NIC Electronic Supervision Technologies report.
		14	Develop policies that govern discretionary limitations of parole officers.
		15	Enhance CO Violation Decision Making Process (Phase II).
52	Pre-Release / Community Re-Entry Continuum	16	Utilize the interdepartmental re-entry steering team to reduce barriers to offender success, reduce recidivism and positively impact offender success.
53	Community Corrections		
57	Youthful Offender System	L	Provide an opportunity for YOS offenders to have an avenue to remove unwanted tattoos prior to discharging their YOS sentence.
		L	Evaluate YOS remediation procedures to ensure the process is efficient and effective in redirecting an offender's behavior.
58	Colorado Correctional Industries (CCi)		
63	Facility Management Services	17	Reduce energy use and water consumption.
		18	Reduce energy use and water consumption (FY14).
65	Employee Development and Support Services	19	Reduce staff turnover.
		20	Implement a centralized data collection process.
		21	Develop the Department's Lean process improvement model and apply lean principals to performance goals.
66	Financial Services		
68	Inspector General	22	Implementation of the Federal Prison Rape Elimination Act (PREA) legislation.

L=local project (facility level)

